

UNIVERSITY OF KWAZULU-NATAL

**RETENTION STRATEGIES AS A STRATEGIC LEVER TO
RETAINING PRIVATE SECTOR PHARMACISTS IN KZN**

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DECLARATION

I, Sumeshnee Naidoo, declare that:

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ABSTRACT

One of the fundamental goals of an organisation is the ability to obtain, cultivate and sustain resources. Strategic and imminent use of these resources is thus essential for organisational success. The importance of retaining critical employees cannot be overstated but the global shortage of health care workers, of which pharmacists are ranked amongst the scarcest, makes it a strategic imperative for the pharmaceutical industry. The global shortage is prevalent in Africa due to the migration of pharmacists both internally and externally. To alleviate migration, the South African government has implemented a reward and retention strategy, known as occupation specific dispensation (OSD), in the public pharmaceutical sector. This has been the area of focus in most literature but the impact of this strategy on the private pharmaceutical sector in terms of retaining pharmacists has not been fully assessed. The study thus aimed to identify the effect that occupation specific dispensation has on retaining pharmacists in the private sector and to make recommendations to enhance retention within this sector. Using primary data in the form of a structured internet-based questionnaire, 169 private sector pharmacists practising in KwaZulu-Natal (KZN) formed the sample size for the study. The study undertook a descriptive, cross-sectional, quantitative approach. Findings illustrate that the majority of the respondents were female and between the ages of 30 and 39 and 72% had prior public sector experience. Evaluation of the main arguments illustrates that OSD is changing the perceptions of private sector pharmacists and impacting the private pharmaceutical sector's ability to retain pharmacists. The implementation of a retention strategy with foundations in career advancement, work-life balance and a supportive management structure is thus a strategic imperative for the private pharmaceutical sector.

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LIST OF ACRONYMS AND ABBREVIATIONS

FIP	International Pharmaceutical Federation
HIV-AIDS	Human immunodeficiency virus infection and acquired immune deficiency syndrome
IQ	intelligence quotient
KZN	KwaZulu-Natal
OSD	occupation specific dispensation
SPSS	Statistical Package for Social Sciences
Three Rs	respect, reward and recognition
UAE	United Arab Emirates
UK	United Kingdom
USA	United States of America
WHO	World Health Organisation

CHAPTER 1

INTRODUCTION

1.1. INTRODUCTION

Human resources are classified as one of the most significant resources as their skills, know-how and expertise are vital to an organisation. Strategic and imminent use of these resources is essential for organisational success. The fundamental goal of an organisation is thus the ability to obtain, cultivate and sustain human resources. In a quest to achieve this and attain competitive advantage, organisations, especially health care organisations, need to relook at their business practices with specific emphasis on human resources.

The above is true for the pharmaceutical industry due to the global shortage of health care workers of which pharmacists are ranked amongst the scarcest. This chapter provides an overview of the research paradigm. This is achieved by looking at the motivation, focus and subsequently the problem statement of the study. Furthermore, it unbundles the study's aims and objectives and highlights the limitations of the study. Evaluation of the main arguments clearly shows that for organisations to attain competitive advantage, retaining their skilled human resources is a strategic imperative.

1.2. SIGNIFICANCE AND MOTIVATION FOR THE STUDY

The concepts of retention and retention strategies in the various disciplines and sectors have dominated literature, and the South African government's reward and retention strategy to retain public sector workers, occupation specific dispensation (OSD), is by far no exception. OSD consists of a structured pay progression that is unique as it is aligned to work experience. In turn, it provides transparent and efficient career advancement opportunities through centrally determined grades associated with specific job profiles. Whilst the majority of literature pertaining to OSD focuses on the influence it has on the public sector, there is a dearth of literature on how this strategy has impacted the private sector, more specifically the private pharmaceutical sector, in its ability to retain staff. The study thus benefits the academic domain by contributing to an area of research that has previously not been holistically researched.

The study has been undertaken using pharmacists practising within the private pharmaceutical sector and hence private sector pharmacists will derive the most benefit.

The rationale lies in the fact that the recommendations outlined in the study arose from their direct contribution as participants of the study. Their participation ensured that the recommendations are both current and relevant.

The research has been undertaken utilising information from pharmacists' current place of employment. Since the research undertaken provides insight into how OSD has affected the private pharmaceutical sector and the necessary changes that need to be implemented to further retain pharmacists, these organisations will also derive the most benefit.

The pharmaceutical industry as a whole will benefit due to the private sector's ability to enhance retention. Enhanced retention decreases the migration of pharmacists, both internally and externally, which in turn alleviates the current pressure the industry faces due to the global shortage of pharmacists.

The economic domain of the country is vastly affected when skilled professionals leave. The research study's ability to provide insight on retention and the necessary modifications needed will simultaneously help to decrease the number of skilled workers from leaving and positively influence the economy of the country.

1.3. FOCUS OF THE STUDY

The South African pharmaceutical industry is diverse. It consists of both a private and public sector that are governed by different value systems. All members of this industry are pharmacists that have a bachelor of pharmacy (B Pharm) degree. In turn, all members belong to a statutory body known as the South African Pharmaceutical Council in which members pay an annual fee.

The focus of this study was confined to pharmacists currently working in the private sector and who were part of the South African Pharmaceutical Society's database in 2015. Pharmacists currently practising in the public sector and any pharmacists that were not part of the database were thus excluded. The study focused on identifying the impact that OSD has had on retaining pharmacists within the private pharmaceutical sector, and hence recommendations are specifically focused on organisations and pharmacists within this sector.

1.4. PROBLEM STATEMENT

Unstable economic conditions, globalisation, technological advances and the new generation employee, force organisations to consistently acclimatise. Successful acclimatisation is achieved through a committed and competent workforce. A barrier to successful acclimatisation is the scarcity of skilled human resources, a current reality in the global health care industry. Various literature sources have identified the global skilled shortage as being the biggest constraint for an organisation to achieve competitive advantage (Allutis, Bishaw & Frank, 2014; Mackey & Liang, 2013).

Human immunodeficiency virus infection and acquired immune deficiency syndrome (HIV/AIDS) increased competition both globally and amongst sectors and has escalated the shortage of human health resources which in turn has pressurised health care organisations (Allutis *et al.*, 2014; Naicker, 2011). From the various categories of health workers, pharmacists are ranked amongst the scarcest which has placed additional pressure on the pharmaceutical industry. The global shortage is prevalent in Africa due to the migration of pharmacists both internally and externally (Pharasi, 2013).

To combat the negative perceptions of the public sector and to avert migration, the South African government has implemented a reward and retention strategy, known as OSD, in the public pharmaceutical sector (Theunissen, Butler & Akleker, 2015). This has been the area of focus in most literature but the impact of this strategy on the private pharmaceutical sector in terms of retaining pharmacists has not been fully assessed. The private sector has monopolised the industry through its ability to recruit and retain the best pharmacists by offering better growth opportunities and salaries. OSD's ability to bridge that gap, forces the private pharmaceutical sector not to be so complacent, as the public sector is now formidable competition.

This leads to the research question – Does OSD affect the private pharmaceutical sector's ability to retain pharmacists?

1.5. AIMS AND OBJECTIVES

The research question of this study aimed to identify the affect that OSD has on retaining pharmacists in the private sector and to make recommendations to enhance retention within this sector. This aim was achieved through the following objectives:

- To assess private sector pharmacists' perceptions of OSD;
- To assess if OSD in the public sector has impacted the retention of pharmacists in the private sector;
- To identify factors that are likely to strengthen the retention of pharmacists in the private sector;
- Utilising these factors, recommend a strategy to increase the retention of pharmacists in the private sector.

1.6. LIMITATIONS OF THE STUDY

The greatest limitation was the dearth of literature specifically pertaining to the private pharmaceutical sector and OSD. This in turn made it difficult to make the necessary comparisons with findings from other studies. Other limitations included the geographic location and the e-mail addresses of the respondents.

1.7. OUTLINE OF THE STUDY

The research process undertaken was conducted in a structured manner. The study is presented in five chapters as illustrated in Table 1.1.

Table 1.1: Structure of the study

Chapter	Content
Chapter 1	This chapter provides an overview of the research study by identifying the relevant stakeholders that can benefit from the study. In turn, it focuses on the participants of the study and hence those who were excluded. Subsequently, the problem statement is identified, and this exemplifies the study's aims and objectives. Lastly, the limitations of the study are highlighted.
Chapter 2	This chapter presents a literature review which introduces the concept of retention. It illustrates the concept of retention in accordance with motivation and turnover. The chapter then goes on to analyse each of the possible factors that could aid in retention and how these factors can impact an employee's motivational, and hence retention, levels. After discussing these factors, the best retention strategies aligned with global practices are presented. Effective talent management which focuses on recruitment practices, a supportive and learning culture and a

	respect, recognition and reward policy form the cornerstones of these strategies. A closer look at the retention of pharmacists which incorporates the global shortage, migration and OSD are then presented.
Chapter 3	Chapter 3 presents the methodology for the research paradigm and reinforces the need for an efficient and reliable research methodology process. This is achieved by providing an overview of the research methodology and focusing on the purpose and type of the study. It further details the various research designs and sampling techniques that exist. The chapter explains that these designs and techniques facilitated an insightful and meaningful decision with regards to tailoring these techniques to the research question and objectives. In addition, based on those decisions, a data collection strategy was devised incorporating the construction, administration, collection and analysis of the data. Furthermore, ethical considerations are also briefly mentioned in this chapter.
Chapter 4	This chapter presents the data that was collected from the research instrument. The chapter attains this by focusing on the demographic profiles of the respondents. This comprises both personal and industry demographic details of the respondents. The presentation of results then focus on the respective objectives which were aligned and aimed to answer the research question as previously discussed.
Chapter 5	This chapter is the concluding chapter which discusses the results of the study and in turn many valid and pertinent recommendations are made regarding enhancing the retention of pharmacists in the private sector. Furthermore, limitations of the study are discussed. From the limitations, possible recommendations for future research are ascertained which concludes the chapter.

1.8. CONCLUSION

Since not much literature exists on the link between private sector pharmacists and OSD, the study aimed to identify the affect that OSD has had on retaining private sector pharmacists and in turn make recommendations to enhance the retention within this sector. This was in effect to add value to the participants and their organisations together with the pharmaceutical industry and the South African economy.

This chapter has overviewed the research study by identifying the relevant stakeholders that will benefit from the study. In turn, it focused on the participants that were to be part of the study and hence the ones that were excluded. Subsequently, the problem statement was identified, and this exemplified the study's aims and objectives. Lastly, the limitations of the study were highlighted. The next chapter will focus on the concepts of retention, retention strategies and OSD by reviewing various sources of literature. This provides the in-depth knowledge that was necessary for the foundation of the empirical study.

CHAPTER 2

LITERATURE REVIEW

2.1. INTRODUCTION

Globalisation, the dynamic market place and the skills shortage all put immense pressure on organisations to achieve competitive advantage. In an effort to attain increased quality, innovation, efficiency and responsiveness to customers, organisations, especially health care organisations, need to reassess their business practices with specific emphasis on human resources (Jones & George, 2011).

This chapter focuses on retention through themes such as human resources, turnover and motivation and factors that aid in retention. It unbundles retention strategies globally and in turn focuses on the best practices. Furthermore, it looks at retention with specific emphasis on pharmacists by highlighting concepts such as the global shortage, migration of pharmacists and occupation specific dispensation. Evaluation of literature clearly illustrates that for the private pharmaceutical sector to achieve competitive advantage, incorporating retention strategies for pharmacists is a strategic imperative.

2.2. THE CONCEPT OF RETENTION

2.2.1. Background

One of the fundamental goals of an organisation is the ability to obtain, cultivate and sustain resources. Amongst these resources, human resources are classified as one of the most significant as their skills, know-how and expertise are vital to an organisation. Strategic and imminent use of these resources is thus essential for organisational success (Ahmed, Tolera & Angamo, 2013).

Unstable economic conditions, globalisation, technological advances and the new generation Y employee, force organisations to consistently acclimatise. Successful acclimatisation is achieved through a committed and competent workforce. This is attained by effectively managing human resources through the development and implementation of policies aligned to the characteristics of the new generation employee (Kaifi, Nafei, Khanfar & Kaifi, 2012). Organisations that practise and understand the importance of retention are brought closer to achieving competitive advantage through their most

valuable resource, their human capital (Grobler, Warnich, Carrell, Elbert, & Hatfield, 2011).

2.2.2. Definition of employee retention

Employee retention is defined as the organisation's ability to sustain its valuable employees (Robbins, Judge, Odendaal & Roodt, 2009). Similarly, it is defined as a controllable component, in which the right people are aligned to the right jobs in an organisation (Hassan, Hassan, Khan & Naseem, 2011). Abdel-Monem (2012) is of the opinion that employee retention lies in having the right culture and understanding of what motivates staff. Naicker (2011, p. 15) in turn defined it as 'voluntary-dysfunctional-avoidable turnover'.

It is evident from the definition above, that underlying themes, such as motivation and turnover exist in employee retention. To holistically understand employee retention it is thus imperative to analyse these concepts.

2.3. TURNOVER

2.3.1. Definition

Turnover is defined as the speed at which employees exit a company and are substituted by new employees (Cambridge Dictionary, 2015). Nwokocha and Iheriohanma (2012) similarly defined turnover as the termination of association in the organisation by individuals who expected monetary benefit from the organisation. Consistent with this view, it is defined as the 'voluntary and involuntary' removal from an establishment (Robbins *et al.*, 2009).

2.3.2. Consequences

Voluntary turnover occurs when an employee chooses to leave an organisation whilst involuntary turnover occurs when an employee is requested to leave (Naicker, 2011). Since the intent to leave or stay is constantly related to voluntary turnover, it was the area of focus for this study. Turnover accounts for one of the greatest costs in an organisation, hence it is the greatest motivator for retention. Some of these costs include training, recruitment and selection (Vasquez, 2014).

When an effective employee leaves it is referred to as dysfunctional turnover as it negatively impacts productivity, employee morale, quality of production and hence financial performance (Nwokocha & Iheriohanma, 2012). The true value of an effective employee leaving is thus difficult to ascertain as it has a ripple effect on the entire organisation. Some retention theories imply that high instances of turnover occur in organisations where the culture lacks growth, development and overall employee appreciation (Chazuza, Negwaiya & Mapira, 2013).

Retention strategies aim to evade dysfunctional turnover. The common theme that exists amongst the numerous studies on employee retention lies in understanding that what motivates employees is the contributing factor to effectively retain them (Abdel-Monem, 2012).

2.4. MOTIVATION

2.4.1. Definition

Motivation is defined as intrinsic and extrinsic elements that inspire people to be constantly interested and dedicated to a job or subject in an effort to accomplish a goal (Business Dictionary, 2015a). Similarly, it is defined as an internal process that psychologically directs the behaviour of an individual which accounts for the level of direction and the amount of effort put in at work (Adzei & Atinga, 2012). Consistent with this is the definition of motivation as a force that energises and gives direction to behaviour as well as underlies the tendency to persist, even in the face of one or more obstacles (Grobler *et al.*, 2011).

2.4.2. Motivation theories

To fully understand the concept of motivation, a look into the early motivation theories is essential. The underlying rationale for these theories is that motivation originates with an unfilled need (Adzei & Atinga, 2012). The two theories of relevance are Maslow's hierarchy of needs and Herzberg's two factor theory of motivation.

2.4.2.1. Maslow's hierarchy of needs

In the early 1950s, one of the most well-known yet controversial theories of motivation, Maslow's hierarchy of needs, was developed. The theory was developed by Abraham Maslow, who proposed that contained in every being is a 'hierarchy of needs' and within

this hierarchy the succeeding need will only prevail once the preceding one has been satisfied (Robbins *et al.*, 2009; Grobler *et al.*, 2011). This is depicted in the Figure 2.1 below.

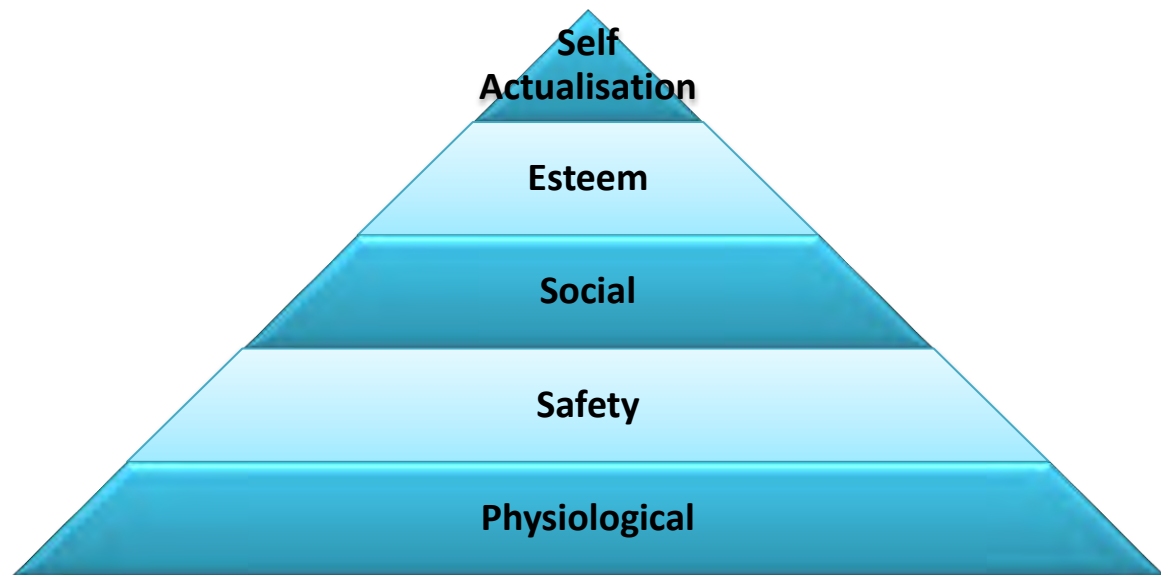


Figure 2.1: Maslow's hierarchy of needs

Source: Adapted from Robbins, S., Judge, T., Odendaal, A. & Roodt, G. 2009. *Organisational Behaviour, Global and South African perspectives*. 2nd ed. Pearson Education SA, Cape Town.

As illustrated in Figure 2.1, Maslow's hierarchy consists of five needs. These needs in ascending order of priority are as follows:

- Physiological (primary needs such as thirst, hunger);
- Safety (needs associated with protection from internal and external factors);
- Social (the ability to form relationships resulting in the need for approval);
- Esteem (a combination of internal and external factors resulting in the need for attainment and appreciation); and
- Self-actualisation (the ability to understand and the need to achieve one's core purpose).

In essence, Maslow's theory aligned motivation to the ability to fully understand and satisfy individual needs in relation to the level of hierarchy that individuals fell within (Robbins *et al.*, 2009). Despite the controversy regarding the validation of this theory, it

forms an important aspect for research illustrating the link between motivation and need (Adzei & Atinga, 2012).

2.4.2.2. Herzberg's two factor theory of motivation

Building on Maslow's theory but focusing explicitly on motivation in relation to workplace and job design, is Herzberg's two factor theory of motivation. The theory was developed by Frederick Herzberg who postulated that employees were confronted by two factors, hygiene and motivator factors, which mimic extrinsic and intrinsic motivation respectively (Grobler *et al.*, 2011).

Intrinsic motivation is the ability to motivate oneself through inner satisfaction and the actual work context; extrinsic motivation in contrast requires external sources to motivate. This is inclusive of rewards either verbal or tangible (Ankli & Pallium, 2012). The dynamics of Herzberg's theory is illustrated in the Figure 2.2 below.

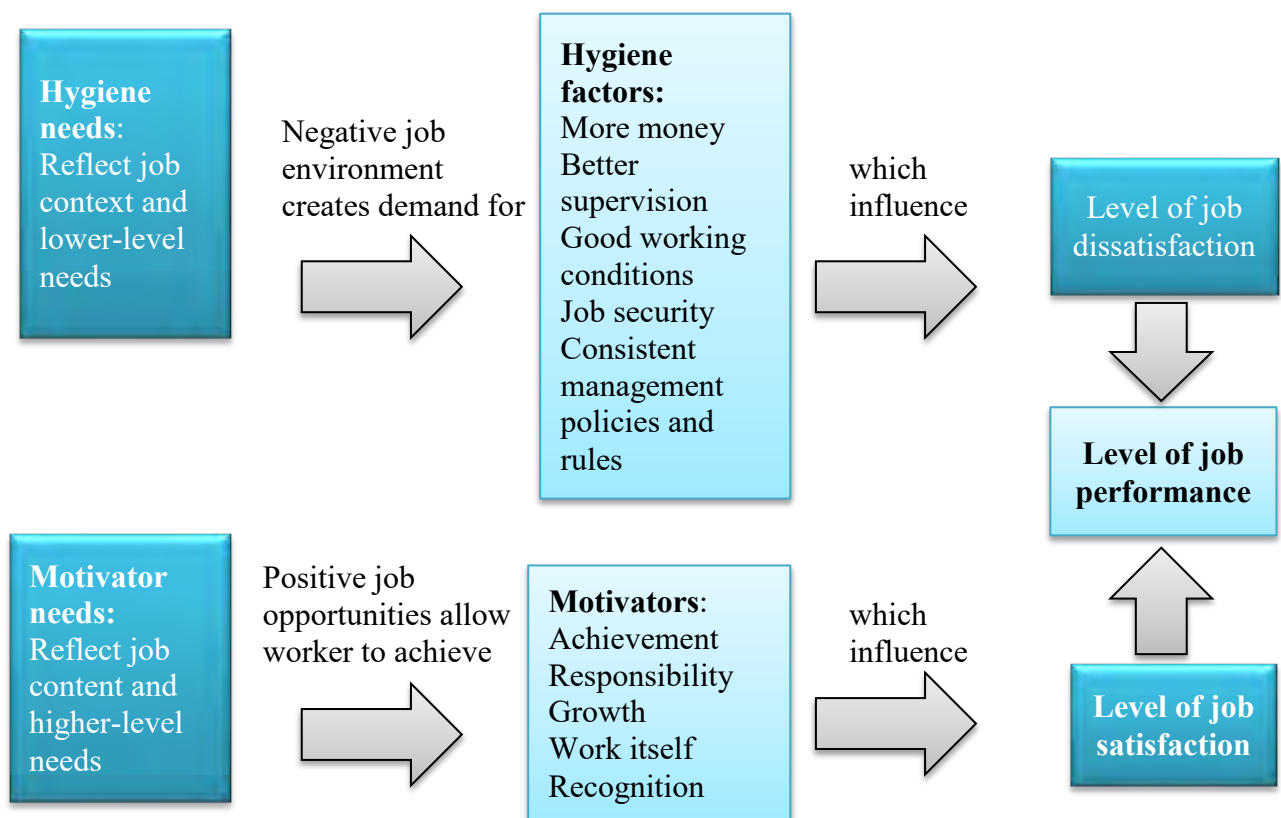


Figure 2.2: Herzberg's theory: factors affecting job satisfaction

Source: Adapted from Grobler, P., Warnich, S., Carrell, M., Elbert, N. & Hatfield, R. 2011. *Human Resource Management in SA*. 4th ed. pp. 237–240.

Figure 2.2 illustrates key aspects of Herzberg's theory which are as follow:

- Hygiene factors include good working conditions, better supervision, salary, work-based relationships amongst peers and other employees, job security, consistent management policies. These factors replicate the ‘context of the job’.
- Motivator factors include aspects relating to the job itself, such as responsibility, recognition, growth, promotion and career advancement. In essence, these factors replicate the ‘content of the job’ (Grobler *et al.*, 2011).
- The concepts of dissatisfaction and satisfaction are not simply counterparts. Herzberg postulated that whilst certain factors result in dissatisfaction, the opposite of these factors do not necessarily result in satisfaction or motivation (Naicker, 2011).
- Hygiene factors unlike motivator factors will not motivate or sustain long-term motivation but are essential to prevent dissatisfaction and they enable the employee not to focus on higher level needs (Grobler *et al.*, 2011).

Despite the controversy associated with the theory’s methodology and concepts such as motivation and satisfaction, the theory does provide some essential aspects to research as it adds diverse viewpoints which can be incorporated to advance motivation and hence retention. One of the key findings is that salary alone will not sustain an employee’s motivation, and thus organisations willing to retain their employees must incorporate factors that sustain motivation and hence retention (Grobler *et al.*, 2011).

2.5. FACTORS AFFECTING EMPLOYEE RETENTION

It is evident that the contributing factor to motivation and hence retention lies in finding the right balance between intrinsic and extrinsic motivational factors. Identifying and understanding these factors provides valuable insight into enhancing employee retention. For this reason a closer look at some of these factors as indicated in the Figure 2.3 below is imperative (Nantha, 2013).



Figure 2.3: Summary of factors affecting retention

A summary of retention factors is illustrated in Figure 2.3. Each of these factors is discussed in more detail in the subsequent sections.

2.5.1. Job satisfaction

Job satisfaction is defined as the overall attitude towards an individual's current job incorporating the moods, opinions, feelings and thoughts about the job. A positive attitude towards the job is indicative of job satisfaction (Nwokocha & Iheriohanma, 2012).

A study by Ahmed *et al.* (2013) revealed a positive correlation between job satisfaction and the intention to stay in an organisation. Nwokocha and Iheriohanma (2012) supported the above and are of the opinion that a satisfied employee will remain longer within the organisation. Building from the motivation theories, work content is considered an intrinsic motivator factor and thus job satisfaction plays a crucial role in sustaining the motivation levels of employees (Adzei & Atinga, 2012). This is consistent with Nantha's (2013) study that demonstrated a positive association between intrinsic motivation and job satisfaction. Contributing factors include employee-employer relationship, job security, culture, work conditions, compensation, and training and development. Incorporating these factors into strategies will increase satisfaction, motivation, company performance and hence retention (Mrara, 2010).

2.5.2. Job security

Job security is defined as the probability or the assurance that an employee has in keeping their current job (Business Dictionary, 2015b).

Hassan *et al.* (2011) investigated employee retention as a challenge in the leather industry and concluded in their results that a positive association occurs between retention and job security. In these dynamic economic times, job security is becoming a critical factor for employees to stay within their current organisations. Singh and Sharma (2015) further support the above. Results from their study concluded that job security is a long-term goal for employees. The study further highlighted that although monetary components initially attract employees in the short-term, they require long-term strategies to fully sustain them. These long-term strategies can be achieved when organisations simultaneously invest in themselves and their employees.

2.5.3. Organisational culture

An organisation's culture is defined as a set of beliefs, expectations, values, norms and work routines, that is shared with members of an organisation and influence how they relate to one another and work together to achieve organisational goals (Jones & George, 2011). In essence it is an organisation's differentiating factor.

Agueza and Som (2012) stated that culture is the most critical component in retaining staff since it provides the necessary connection between the employee and the organisation. The depth of that connection in turn affects motivation and performance. The study by Metha, Kurbetti and Dhankhar (2014) is consistent with this view as it cited culture as a reason for employee retention. Jing, Bergsteiner and Avery (2011) further demonstrated a statistically significant relationship between organisational climate, financial performance and staff satisfaction. When organisations have a culture that filters support, growth and development, it enriches employee commitment, performance and retention (Jing *et al.*, 2011).

2.5.4. Compensation

Compensation, in financial terms, refers to the pay package wages and salaries employees are reimbursed with for the work that they do (Entrepreneur.com, 2015).

Compensation is a predominant part of literature that applies to employee retention. The study by Abdel-Monem (2012) revealed a positive relation between compensation and company performance. Adzei and Atinga (2012) further indicated that compensation is a substantial factor for job satisfaction, motivation and hence retention. Chazuza *et al.* (2013) contributed to this view by indicating that compensation is still valued as an element to retention. In contrast, it is argued that although financial compensation is essential in attracting and recruiting it is not the primary motivator for employees (Naicker, 2011). This is further supported by Agueza and Som (2012). It is also aligned with Herzberg's theory that states that compensation is not a sustainable motivator. For organisations to truly utilise compensation as a sustainable retention factor, they need to incorporate both financial and non-financial components of compensation (Metha *et al.*, 2014).

2.5.5. Effective leadership

Leadership is defined as the conduct of an individual guiding the undertakings of a group towards a mutual goal (Hough, Thompson, Strickland & Gamble, 2011). Effective leadership is the ability to gain respect from both internal and external stakeholders whilst inspiring and motivating employees to remain within the organisation.

Adzei and Atinga's (2012) study is consistent with the above as it ranked leadership skills and supervisors' management as imperative factors for motivation. Contributing to this, Metha *et al.* (2014) illustrated a positive relationship between effective leadership and the intention to stay in an organisation. Vasquez (2014) further indicated that the management-employee relationship contributes to effective employee satisfaction and hence company performance. Hong, Hao, Kumar, Ramendran and Kadiresan's (2012) research demonstrated a significant relationship between employee empowerment and employee retention. When employees feel that their contribution is meaningful, valued and supported by their leaders, they are satisfied and empowered which leads to motivation and hence retention (Nwokocha & Iheriohanma, 2012).

2.5.6. Training and development

Training is defined as the intended effort to expedite the learning of skills and knowledge that are related to the job whilst development is the acquisition of new skills that

simultaneously benefit the employee and the organisation (Nwokocha & Iheriohanma, 2012).

Commitment and motivational levels decrease when organisations fail to provide meaningful work (Chazuza *et al.*, 2013). An organisation that fosters training and development encapsulates the essence of recognising and valuing their employees and demonstrates management commitment (Nwokocha & Iheriohanma, 2012). Adzei and Atinga's (2012) study is consistent with this, demonstrating the critical role training and development opportunities have in retaining staff. In contrast, the study by Renaud, Morin, Saulquin and Abraham (2015) demonstrated no positive correlation between training and development for experts and retention.

Despite the contrasting view, there is much literature that favours training and development in retention. Hong *et al.* (2012), in their study found a significantly positive relationship between training and employee retention. This is further reinforced by Abdel-Monem's (2012) study which illustrated a positive correlation between company performance and effective training and development. Training and development thus aid in achieving competitive advantage as they simultaneously increase commitment, retention and organisational success (Ngobeni & Bezuidenhout, 2011).

2.5.7. Work-life balance

Work-life balance is defined as the contented state of equilibrium accomplished between an employee's private lifestyle and their primary priorities of their employment position (Business Dictionary, 2015c). Metha *et al.* (2014) stated that an employee's intention to stay in an organisation is directly related to the ability to achieve work-life balance.

Organisations that understand the priority of work-life balance and assist in achieving it will aid in retaining staff (Mrara, 2010; Taneja, Scott, Odom & Odom, 2015). Agueza and Som (2012) further support this and are of the opinion that a flexible work schedule could assist in achieving this balance. Consistent with this view, George's (2015) study demonstrated that the degree of flexibility is positively aligned with employee retention. The study by Renaud *et al.* (2015) contradicts this view as results found no positive correlation between work-life balance and retention; the rationale could be attributed to a younger participant group.

The dynamics of the new generation workforce have changed with more female candidates entering the workforce and obtaining high level positions. One of the greatest contributors to female retention is the ability to balance family commitments. Organisations that recognise this, and change and implement strategies for it, can tremendously increase commitment and motivation and hence employee retention (Naicker, 2011).

Gwamanda (2002 cited in Chazuza *et al.*, 2013) argued that the traditional factors of retention such as compensation, training and employee development are 'futile'. The pattern in literature discussed above contradicts this statement as it demonstrates the positive correlation between these traditional factors and motivation, hence retention. When factors such as job satisfaction, job security, culture, compensation, training and development and work-life balance are inculcated into organisational strategy it will optimise employee retention.

2.6. RETENTION STRATEGY

Hough *et al.* (2011) defined strategy as an action plan which consists of policies and procedures that are linked to an organisation's values and mission. In essence, an employee retention strategy is an action plan in which the employer makes a conscious decision to foster a culture that motivates and embraces employees, hence preventing turnover.

Globally the best practices to retain employees entail focusing on talent management with specific emphasis on recruitment and selection, achieving and sustaining a supportive and learning culture and a respect, reward and recognition policy (Fallow & Kantrowitz, 2013).

2.6.1. Talent management

Talent management is defined as the movement of talent through an organisation and consists of processes ranging from recruitment, to engagement and retention (Anand & Lopes, 2012). Similarly, it is the ability of understanding and identifying the current human capital, assessing future talent needs and growing and leveraging current talent to meet those needs (Grobler *et al.*, 2011). Understanding the above, companies inculcate the best retention strategies that focus on effective talent management practices.

India, one of the fastest growing economies, has made significant changes to their human resource practices to encompass better talent management practices. This was evident in a study by Sinha and Shukla (2013) and further supported by Anand and Lopes (2012). This

resonates further with practices in the United States of America (USA) and Romania whose studies indicate the importance of sustaining and cultivating talent (Ratiu, Purcarea & Popa, 2011). Human capital is vital to any organisation but in a skilled environment it is imperative to value and sustain that knowledge (Hess & Rothaermel, 2011).

Organisations wanting to achieve competitive advantage, understand the importance of retaining their most experienced employees. Tenure employees add far greater value than those just filtering through an organisation (Robbins *et al.*, 2009). Employees thrive in a culture that fosters growth and development; thus embracing top talent and grooming them for executive positions fosters commitment, motivation and hence competitive advantage. Effective organisations thus focus on the best talent management strategies to incorporate the above and evade turnover. These strategies include the following:

- Incorporating an efficient recruitment and selection process
- Building and sustaining a supportive and learning culture
- Embracing respect, reward and recognition within the organisation.

2.6.1.1. Recruitment and selection

Recruitment and selection are defined as the process of obtaining applicants who have the necessary qualifications and are best suited to fill a particular position within the organisation (Grobler *et al.*, 2011).

The relationship between retention and recruitment is evident in various literature sources. Naicker (2011) disputed that retention in segregation of recruitment lacks significance. This is further supported by Khattak and Rehman (2014) and Hassan *et al.* (2011). The rationale for this is aligned with its definition, recruitment is the first process where an employee engages with the organisation and thus the ability to recruit the right individual initially, greatly impacts on the ability to retain them. Understanding this, global organisations have stressed the importance of efficient recruitment and selection strategies which ensure the right talent is sourced initially, in turn decreasing dysfunctional turnover and improving company performance (Metha *et al.*, 2014; Khattak & Rehman, 2014; Abdel-Monem, 2012; Hanif & Yunfei, 2013). Key strategies from the literature include the following:

- Ensuring a distinct recruitment policy consisting of objectives, strategy, activities and evaluations founded on organisational goals

This facilitates the recruitment and selection process, ensuring candidates are selected in alignment to organisational goals (Khattak & Rehman, 2014). Chazuza *et al.*'s (2013) African study supports this as it illustrates the positive correlation between employee-organisational fit and retention. This is further consistent with the CEB global trends report (Fallow & Kantrowitz, 2013).

- Consistently monitoring and evaluating the recruitment process

Naicker (2011) is of the opinion that what attracts an employee to the job does not necessarily make them stay and thus new recruits need to be constantly monitored and engaged in order to retain them. Singh and Sharma's (2015) United Arab Emirates (UAE) study is aligned with this as their results indicated that both short-term and long-term talent management strategies are required to enhance retention. Feedback sessions, one-on-one sessions, structured interviews and interactive discussions are some techniques that can be used to achieve this (Metha *et al.*, 2014).

- Selecting candidates whose values resonate with the organisation's culture

When the values of an organisation are aligned and resonate with the values of the employees, they are intrinsically motivated. When this occurs they will support and sustain the organisations culture. Intrinsic motivation based on Herzberg's theory is a sustainable motivator which will therefore also aid in retention (Nantha, 2013). Pre-selection tests, intelligence quotient (IQ) tests, role plays and company-specific psychometric tests are some of the tools that can be used (Ahmed *et al.*, 2013; Abdel-Monem, 2012).

- A realistic preview of the jobs and their related aspects need to be communicated to potential candidates

This can be achieved through practice learning, in-depth questioning, as well as job specific role-plays. When employees are aware of what is expected of them it empowers them, which results in more accurate decision making, thus facilitating recruitment and ultimately the retention process (Khattak & Rehman, 2014; Abdel-Monem, 2012; Hong *et al.*, 2012; Chazuza *et al.*, 2013).

2.6.1.2. *Building and sustaining a supportive and learning culture*

A committed workforce where employees co-operate with one another is essential for organisational success. This is obtained by creating a culture that is supportive of employees, provides the necessary resources, gives direction and the opportunity to grow and develop. Building a committed and supportive culture starts with effective leadership. When leaders possess the right attributes, it filters down into procedures and policies that enhance the value of teamwork, diversity and development. When organisations embrace the above they contribute to a positive and supportive culture which in turn aids in retention (Ratiu *et al.*, 2011). Some key strategies include:

- Participatory management

George (2015) defined participatory management as a management style that facilitates rather than directs. Nwokocha and Iheriohanma's (2012) Nigerian study identified the involvement of employees in the decision-making process as an emerging trend in retention. The United Kingdom (UK) research conducted by George (2015) is consistent with this as results indicate a positive correlation between retention and a manager that is supportive of ideas and problems and provides quality supervision. Managers who thus find workable solutions, enhance network opportunities, ensure growth and development, provide effective communication and have the ability to coach and mentor employees will aid in retention (Taneja *et al.*, 2015; Nwokocha & Iheriohanma, 2012; Vasquez, 2014).

- Emotional intelligence

To execute participatory management, skills of emotional intelligence, the ability to understand another being is essential (Walter, Humphrey & John, 2012). When leaders put the relevant effort into understanding their employees, this has a ripple effect on the other employees and infuses a culture of support and understanding. In turn this builds and enhances a strong psychological relationship between the employee and manager, thus increasing the ability to discuss their career path and share views and opinions. When this occurs, employees feel part of the team, building on the intrinsic motivator factors as discussed by Herzberg and thus aiding retention (Sarkar, Somani & Sarkar, 2012; Nwokocha & Iheriohanma, 2012).

- Ensuring employees obtain a work-life balance

The ability to balance the two most important components in life is essential for the new generation employee and to ensure competitive advantage in the market place (Taneja *et*

al., 2015; George, 2015). The UK study of George (2015) revealed that flexible working hours, the freedom to make necessary arrangements and a transparent work-life balance policy that is consistently evaluated and reviewed will aid in retention. This is supported by Agueza and Som (2012) and Nwokocha and Iheriohanma (2012). Employees' ability to access real time information and have role models at work will also aid in retention (Metha *et al.*, 2014; Agueza & Som, 2012).

- A focused training and development plan

Training and development are positively linked to retention since they ensure individual growth (Hong *et al.*, 2012). For a training and development plan to aid in retention it must be individualised and focused. A focused plan indicating potential talents and areas for further development will motivate employees and aid in job satisfaction and commitment. Furthermore, the plan must be transparent, efficient and have relevant training that provides the necessary skills to cope in the dynamic environment (Vasquez, 2014; Sarkar *et al.*, 2012; Agueza & Som, 2012; Hong *et al.*, 2012).

- A career management and succession plan

This is a planned effort by an organisation to obtain equilibrium between the needs of the employee and the organisational work needs (Nwokocha & Iheriohanma, 2012). When employees feel that growth is imminent in an organisation they become satisfied, which increases loyalty, productivity and hence retention (Sarkar *et al.*, 2012). This is achieved by the evaluation of their skills sets and developing comprehensive and highly individualistic career growth plans for employees. In turn, a transparent career path and career advancement opportunities that include mentoring and coaching programmes are essential (Singh & Sharma, 2015). Metha *et al.*, (2014) suggested identifying, developing and building on transferrable skills through effective appraisals. Strategies include aligning employees' long-term needs with organisational needs and a feedback loop to monitor progression (Taneja *et al.*, 2015). When employees feel that they be groomed for higher positions it greatly enhances retention.

2.6.1.3. *Respect, reward and recognition*

Respect, reward and recognition are often referred to as the 'three Rs' of retention and are proven to be effective for a retention strategy. Respect is the particular consideration given to people whilst recognition is defined as 'special notice or attention'. Rewards are the

additional perks offered when employees go beyond the call of duty (Mahalakshmi & Rao, 2012).

Mahalakshmi and Rao (2012) postulated that the three Rs of retention are based on a pyramid structure, as illustrated in the Figure 2.4 below. Respect has the greatest weighting and lays the foundation for retention followed by recognition and reward. This is further supported by Hassan *et al.* (2011), Agueza and Som (2012) and Nwokocha and Iheriohanma (2012) who emphasised the importance of respect in retention.

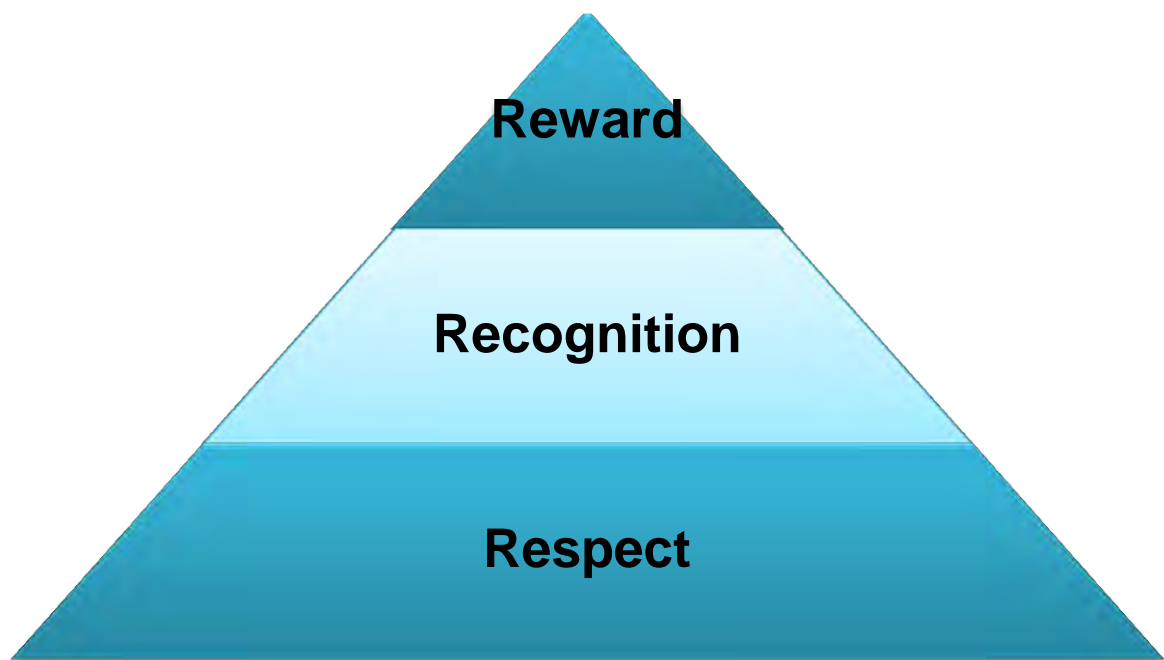


Figure 2.4: The three R approach to retention

Source: Adapted from Mahalakshmi, R. & Rao, C. 2012. A Study on Effective Employee Retention Strategies. *International Journal of Logistics and Supply Chain Management Perspectives*, vol. 1, no. 1, pp. 18–21.

Figure 2.4 above illustrates the three Rs in the retention strategy. From the figure it is evident that respect and recognition form the basis of employee retention whilst reward adds that extra incentive. Some key strategies in obtaining respect, recognition and reward are as follows:

- Treating employees like a ‘valued’ client

At an organisational level this is achieved when employees are included in the relevant decision-making processes, given the opportunity to address their concerns and their opinions noted. Furthermore, respect is gained when supervisors listen to and understand

their employees. Open communication lines, transparent goals, responsibilities and expectations are cornerstones for this strategy. Valuing employees leads to a culture of respect, trust, increased job satisfaction and retention (Mahalakshmi & Rao, 2012; Hassan *et al.*, 2011).

- Enhancing self-esteem through recognition

Maslow's theory suggests that self-esteem is a need that exists in each one of us and therefore the ability to recognise someone's worth increases their self-esteem, hence motivation. Recognition is aligned to retention when organisations have recognition strategies that are transparent, consistent, non-discriminatory, well-timed and relevant to the contribution made by the employee. Recognition can vary from a simple 'thank you' or 'well done' to a more comprehensive form. In essence, a strategy that recognises, shows appreciation and enhances self-esteem will aid in retention (Agueza & Som, 2012; Hassan *et al.*, 2011).

- A non-discriminatory, reliable and timely reward system

A reward can be either intrinsic or extrinsic; thus it overlaps with the concepts of respect and recognition. A reward strategy that effectively aids in retention needs to be both fair and consistent (Hong *et al.*, 2012). Although compensation is not a sole motivator for retention it is an important factor (Chazuza *et al.*, 2013). A strategy with a pay structure that pays above market and experience-related rates is essential for retention (Abdel-Monem, 2012). Progressive organisations are using a personalised compensation plan consisting of superannuation, a competitive salary, fringe and project benefits (Nwokocha & Iheriohanma, 2012).

Merit-based or performance-based rewards are a common strategy. These consist of cash bonuses, benefits such as leave, housing allowances, travel allowances and some forms of recognition like a promotion. In addition, some organisations implement share portfolios as a long-term strategy since it simultaneously stimulates job satisfaction, loyalty, commitment and hence retention (Singh & Sharma, 2015). The key to an effective reward strategy is aligning the reward to what intrinsically motivates that employee (Nwokocha & Iheriohanma, 2012; Abdel-Monem, 2012); Chazuza *et al.*, 2013; Singh & Sharma, 2015).

2.7. RETENTION OF PHARMACISTS

2.7.1. The global shortage

It is estimated that the world health organisation faces a 4.3 million deficit of skilled health care workers (Allutis *et al.*, 2014; Mackey & Liang, 2013). Health care workers are defined as individuals involved in activities with the principal intent being to enhance health (WHO, 2014a). It is ascertained that from the various categories of health workers that doctors, nurses and pharmacists are ranked amongst the scarcest.

Statistics reveal that the African continent, more specifically Sub-Saharan Africa, is the most affected (Simplice, 2014). Africa accounts for 10 per cent of the world's population yet it is confronted by 25 per cent of the global disease burden with only 3 per cent of the global health workforce to alleviate it (Allutis *et al.*, 2014; Simplicie, 2015). The shortage puts immense pressure on the quality of health care in the African continent with South Africa being no exception.

2.7.1.1. Contributing factors to the global shortage

The decreased numbers of graduates practising, the prevalence of HIV/AIDS and the exponential growth of the health sector have contributed to the imbalance of supply and demand of health care workers. This together with the poor working conditions associated with the public health sector has led to job dissatisfaction and contributed to the global shortage (Allutis *et al.*, 2014; Naicker, 2011).

The greatest contributor to the global shortage is workforce migration. Globalisation and the skills shortage stimulate organisations to compete both internally and globally for human resources. Enhanced remuneration, growth, development and a balanced work environment allure health care workers to greener pastures (Allutis *et al.*, 2014).

2.7.1.2. Migration

Migration, or 'brain drain' as it is more commonly referred to, occurs when highly skilled professionals vacate their country of origin to offer their professional services in an alternative country (Allutis *et al.*, 2014).

Although migration occurs across the globe, it is more prevalent in the developing countries such as those in Sub-Saharan Africa and the rest of Africa as these countries lack

the necessary resources to compete with their developed world counterparts (Adzei & Atinga, 2012).

Simplice (2015) estimated that over 20 000 African health care workers migrate annually. The UK, USA and Canada are the most popular migrant countries boasting over 11 000 practising Sub-Saharan health care workers. The rationale for migration is disparity of pay, poor working conditions, inadequate supplies and the lack of growth and development opportunities amongst countries (Ahmed *et al.*, 2013). In turn, political and economic unrest, liberalisation, globalisation and post colony ties play a crucial role in migration (Simplice, 2015; Simplicie, 2014).

South Africa has encountered a 'net outflow' of many health professionals and in turn experienced internal migration (Allutis *et al.*, 2014). Internal migration, or 'sector switching' as it is commonly known as, occurs when professionals move between sectors in a country, a common practice in developing countries. Migration influences the quality and quantity of health care which has a ripple effect on the country's economy, and thus it is imperative to implement relevant strategies (Allutis *et al.*, 2014; Mackey & Liang, 2013).

The skills shortage in South Africa is the most significant constraint hindering its economic growth (Human Resource Management, 2012). Although its effects are seen in many facets of the health care industry, the area of focus for this study was the pharmaceutical industry.

2.8. THE SOUTH AFRICAN PHARMACEUTICAL INDUSTRY

Pharmacists are skilled health care workers and are defined as an individual responsible to formulate, dispense and provide clinical information on drugs or medications to patients and health professionals (Ahmed *et al.*, 2013).

The pharmaceutical industry, a dynamic industry comprised of several categories, has an expected growth of 100 billion US dollars within the next three years (WHO, 2014b). The South African pharmaceutical industry is diverse in terms of gender, nationality, age and is predominantly divided into the public and private sectors.

The private and public sectors are governed by different value systems. The private sector is profit driven and is thus accountable to boards of directors and shareholders who expect

a return on their profits. In contrast, the public pharmaceutical sector is not profit driven but instead more patient driven and is accountable to the South African government (Naicker, 2011).

The greatest threat to the industry is the scarcity of pharmacists, predominately due to internal and external migration (Pharasi, 2013). Internal migration of pharmacists occurs due to the discrepancy between the public and private pharmaceutical sectors which is attributable to the different value systems. The public sector has always been perceived negatively due to the disparity in terms of pay, working conditions and career advancements, whereas the private sector has reflected a prestige image.

Understanding the importance of retaining pharmacists and in order to combat the ripple effect that the migration of pharmacists has on the industry and the economy, the South African government implemented a reward and retention structure for professional categories of public sector employees, commonly known as occupation specific dispensation (Theunissen *et al.*, 2015).

2.8.1. Occupation specific dispensation

2.8.1.1. Definition of occupation specific dispensation

OSD is defined as dispensations for specific occupational categories. It consists of a structured pay progression that is unique as it is aligned to work experience. In turn centrally determined grades associated with specific job profiles provide transparent and efficient career advancement opportunities. Furthermore the strategy prioritises training and development through education subsidies and a separate study leave policy. (George, Atujuna & Gow, 2013). It was implemented by the South African government in 2007, with the ultimate aim to enhance the public sector's ability to retain health care workers (George & Rhodes, 2012).

2.8.1.2. Pharmacists' perceptions of OSD

Robbins *et al.* (2009) defined perception as a process where individuals interpret impressions in order to understand or give meaning to their environment. Perceptions can be based on personal characteristics such as age, demographics and prior experiences.

OSD specifically for pharmacists was intended for implementation in 2008 but only occurred in 2009 following a strike action. Public sector pharmacists' perceptions and thus

attitudes of OSD were understandably hindered. The general consensus was that pharmacists were not recognised for their role as health care workers. The rationale for this was the disparity that occurred in the OSD packages for other occupational categories (Gray, 2009). Theunissen *et al.* (2015) study is consistent with this view as public sector pharmacists perceive the OSD packages to be misleading and the incentives inadequate and inaccessible.

In contrast to this view, the global pharmacy workforce report states that an improvement in pharmacists working in the South African public sector has increased significantly (FIP, 2012). Health Statistics (2015) is consistent with this view as their statistics reveal a 50.8 per cent increase in pharmacists working in the public sector from 2010 to 2015. Furthermore it was noted that many private hospitals and community pharmacies in the private pharmaceutical sector are having difficulties retaining pharmacists; the global workforce report attributes this possibly to OSD (FIP, 2012).

Various literature sources have focused on the retention of public sector pharmacists due to the inadequate working conditions and pay discrepancies (Naicker, 2011). However the introduction of OSD in the public sector has now bridged the compensation gap and allows for career progression through its structured grades and an efficient study leave policy (George *et al.*, 2013).

Despite the various literature sources that focus on the impact of OSD on the public pharmaceutical sector, no literature identifies how OSD has affected the private pharmaceutical sector holistically in terms of retaining pharmacists. This sector has monopolised the industry through its ability to recruit and retain the best pharmacists by offering better growth opportunities and salaries. However, OSD is now forcing the private pharmaceutical sector not to be complacent as the public sector is now formidable competition.

2.9. CONCLUSION

The dynamic global and economic landscapes make it a necessity for organisations to constantly acclimatise to the environments they operate in. Human resources are key components in any organisation and the ability to retain them is essential for successful acclimatisation and organisational success.

This chapter has introduced the concept of retention. It illustrated that this concept cannot be looked at in isolation but must be in accordance with motivation and turnover. The chapter then went on to analyse each of the possible factors that could aid in retention and how these factors can impact an employees' motivational, and hence retention, levels. After discussing these factors, the best retention strategies aligned with global practices were presented. Effective talent management which focuses on recruitment practices, a supportive and learning culture and a respect, recognition and reward policy form the cornerstones of these strategies. A closer look at the retention of pharmacists which incorporates the global shortage, migration and OSD was then presented.

While it is evident from the literature that retaining employees and retention strategies are essential for organisations, the global shortage of pharmacists makes it a strategic imperative for the pharmaceutical industry. Although OSD was implemented in the public pharmaceutical industry to reduce internal migration and retain pharmacists, there is little evidence of how this strategy has impacted the private pharmaceutical sector in retaining pharmacists. Astute and defined research is required to close this gap of which the methodology is discussed in the next chapter.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. INTRODUCTION

The research paradigm in this study was to determine the effect that OSD has on retaining private sector pharmacists. Whilst the preceding chapter indicated the literature for the relevant problem, this chapter presents the research methods that were engaged in to obtain the results of the study.

The chapter touches briefly on the concept of research methodology and then focuses on the study's aim, objectives, participants and purpose. Subsequently it unbundles the research design methods, sampling and data collection strategies. Furthermore, it looks into the construction, administration, pretesting and validation of the research instrument and lastly the analysis of the data. Evaluation of the main arguments illustrates the importance of an efficient and consistent research methodology process to ascertain the answers to the research question.

3.2. RESEARCH METHODOLOGY

Research is defined as a methodical, unbiased investigation into a particular problem that requires a solution. It usually occurs when the researcher wants to gain in-depth knowledge to a specific problem and the factors that encapsulate it (Sekaran & Bougie, 2013).

Research methodology in turn is defined as the tools required to collect and analyse information in order to find relevant solutions to the problem (Walliman, 2011). Jonker and Pennink (2010) defined it as the manner in which the researcher carries out the research. This includes both the techniques used and the underlying rationale for selecting those techniques. Ellis and Levy (2010) in turn defined this process as a six phase design, as presented in Figure 3.1.

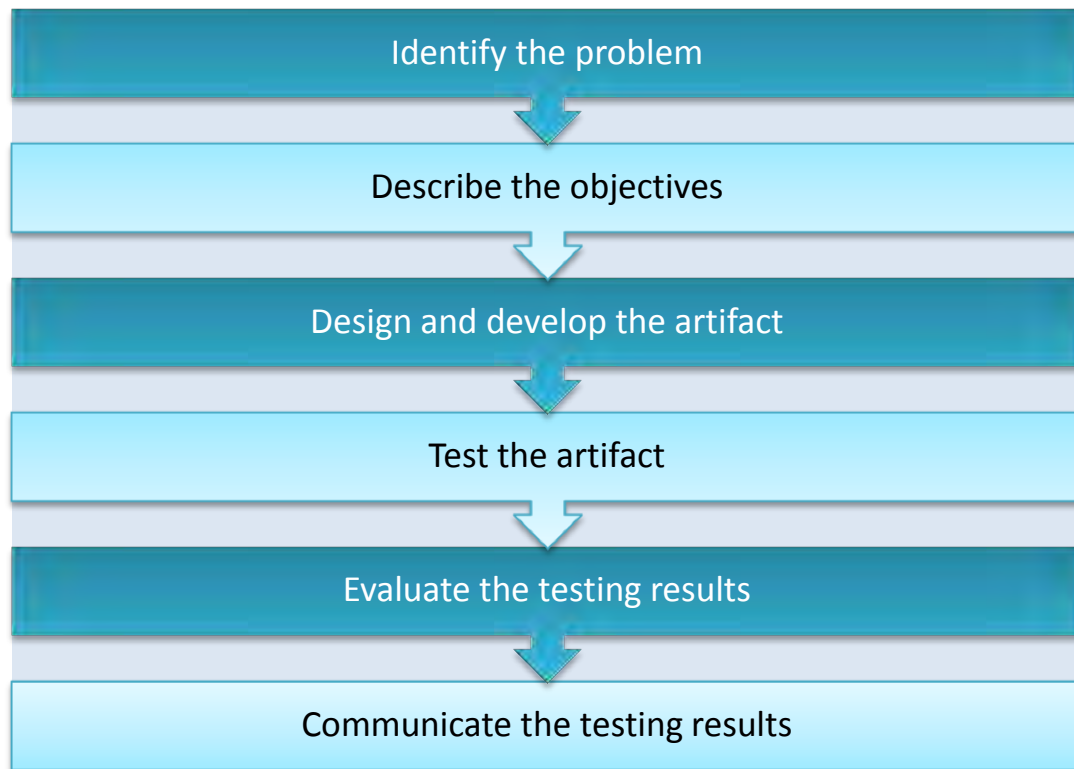


Figure 3.1: The research process

Source: Adapted from Ellis, T. & Levy, Y. 2010. *A Guide for Novice Researchers: Design and Development Research Methods*. [Online]. Available: <http://www.proceedings.informingscience.org/InSITE2010/InSITE10p107-118Ellis725.pdf> [Accessed 15 September 2015].

As depicted in Figure 3.1, the research process consists of logical steps that must be followed to attain the required solution to the research paradigm. Problem identification and the objectives are the fundamental starting points and are discussed next.

3.3. AIMS AND OBJECTIVES OF THE STUDY

To ensure that research is exact and focused, a research study requires both an aim and objectives. The aim indicates the reason for undertaking the research, whilst the objectives undoubtedly communicate the area of focus for the research study (Sekaran & Bougie, 2013). The aim is usually exemplified in the research question which stems from the problem statement (Ellis & Levy, 2010).

As outlined in Chapter 1, the problem statement lies in the global shortage of pharmacists. This is more prevalent in South Africa due to the migration of pharmacists both internally and externally. The South African government has implemented a retention strategy in the

public pharmaceutical sector which has been the area of focus in most literature but the impact of this strategy on the private sector in terms of retaining pharmacists has not been fully assessed.

The research question aimed to identify the effect that OSD has on retaining pharmacists in the private sector and to make recommendations to enhance retention within this sector. This aim was to be achieved through the following objectives:

- To assess private sector pharmacists' perceptions of OSD;
- To assess if OSD in the public sector has impacted the retention of pharmacists in the private sector;
- To identify factors that are likely to strengthen the retention of pharmacists in the private sector;
- Utilising these factors, recommend a strategy to increase the retention of pharmacists in the private sector.

3.4. PARTICIPANTS AND LOCATION OF THE STUDY

3.4.1. Participants

In order to identify the participants for the study, the unit of analysis needs to be specified. Sekaran and Bougie (2013, p. 104) defined the unit of analysis as 'the level of aggregation of data collected during the subsequent data stage'. The unit of analysis can vary between individuals, dyad groups, organisations and cultures. Since this study's focus was on private sector pharmacists, the unit of analysis was individuals.

Participants are defined as an individual or entity responsible for answering the questions in the relevant data collection method, these being interviews, questionnaires or surveys (Leedy & Ormrod, 2013). The participants in this study were pharmacists who are practising within the private pharmaceutical sector. The private pharmaceutical sector is diverse, consisting of various categories in which all participants belong to a statutory body known as the South African Pharmaceutical Council.

3.4.2. The location

Since the population size of all practising pharmacists in South Africa is vast, the research focused on a particular province. The location of the study was thus within the province of KwaZulu-Natal, as illustrated in the Figure 3.2 below.



Figure 3.2: Province of KwaZulu-Natal

Source: Conference Venues. 2015. *Map of KwaZulu-Natal*. [Online]. Available: <http://www.conference-venues.co.za/kwazulu.htm> [Accessed 1 November 2015].

3.5. RESEARCH DESIGN AND METHODS

Sekaran and Bougie (2013) defined research design as an outline for obtaining, analysing and quantifying data based on the research question for the study. Similarly it is defined as the overall plan for how the research question will be solved (Saunders, Lewis & Thornhill, 2009). The design process involves the purpose, type and approach of the study.

3.5.1. Purpose and type of study

3.5.1.1. Purpose

The type and purpose of the study are positively associated to the nature of the research. Three types of research studies exist, these being exploratory, descriptive and causal (Sekaran & Bougie, 2013).

Saunders *et al.* (2009) stated that the rationale for exploratory studies is to seek new insights into a phenomenon and when the exact nature of the problem is uncertain. Searching relevant literature, interviews and focus groups are key ways of conducting this form of research.

Descriptive studies define the characteristics of an existing phenomenon. This is achieved by portraying a precise profile of an occurrence, individuals and situations. It is thus essential for the researcher to possess an underlying knowledge of some of these characteristics (Saunders *et al.*, 2009).

Causal studies occur when the researcher tests the casual relationship between variables through hypothesis (Leedy & Ormrod, 2013). In essence it delineates the factors that may be at the root of the problem. This is normally done through experimental designs (Sekaran & Bougie, 2013).

The existing phenomenon in the current study was to identify the effect that OSD has on retaining private sector pharmacists. The relevant impact was evaluated and the necessary changes to enhance the retention of private sector pharmacists identified. The research study was thus descriptive in nature. The rationale was based on the fact that the characteristics in research are known to exist and the researcher aimed to describe them clearly (Sekaran & Bougie, 2013).

3.5.1.2. Type of study

The type of study is dependent on the problem definition and the type of research question. Researcher interference, the study setting and time horizon depict the type of study (Leedy & Ormrod, 2013).

When there is negligible interference from the researcher, the study usually occurs in a natural or regular environment, commonly referred to as a non-contrived setting.

Correlational studies depict this and occur when the researcher wants to ascertain all factors associated with a certain problem. In contrast, researcher interference is greater when the manipulation of variables is evident. This manipulation results in studies being carried out in an artificial or contrived setting. Studies undertaken when the researcher is trying to determine a cause and effect relationship amongst variables depict the above (Sekaran & Bougie, 2013).

The research study can either be cross-sectional or longitudinal. Cross-sectional studies collect the data at one point in time whilst longitudinal studies collect data at more than one point in time (Saunders *et al.*, 2009).

Stemming from the problem definition and the type of research question, this research study was a cross-sectional, correlational study as it aimed to determine the factors that impact the retention of pharmacists in the private pharmaceutical sector, in their natural environment, in which data will be only collected once.

3.5.2. Approach

The approach to research can be qualitative, quantitative or a combination of the two, known as a mixed method. The decision to illicit either one of these approaches is based on the phenomenon of positivism, constructionism and pragmatism (Sekaran & Bougie, 2013).

Positivism occurs when researchers base their results on facts that were obtained by scientific research (Jonker & Pennink, 2010). In essence a positivist believes that there is an objective truth and their aim of research is to describe phenomena based on objective, noticeable and quantifiable conduct (Sekaran & Bougie, 2013).

In contrast, constructionism is not an exploration of the objective truth but aims to understand the situation and develop theories to problems within that solution. This is achieved by allowing the researcher to experience the research first-hand with those involved and generating solutions that are appropriate, comprehensible and relevant (Jonker & Pennink, 2010).

An alternative view is pragmatism. In this view, pragmatists believe that both objective truth and subjective meanings are essential for research. In essence it is a combination of positivism and constructionism. The phenomenon is based on a view that arises from

actions rather than just circumstances. It is achieved when the research problem instead of the method is emphasised and all approaches are utilised to understand and solve the problem (Creswell, 2014).

The quantitative approach to research often utilises facts or numbers to ascertain a solution to the research problem. Data is usually generated through structured instruments such as questionnaires, and thus it is associated with positivism. In contrast, the qualitative approach to research utilises non-numerical information such as numerous subjective perceptions and construct knowledge to generate a theory. It is thus associated with constructivism (Greener, 2008).

A mixed method is the combination of both qualitative and quantitative research approaches, and thus it is aligned with pragmatism. This method uses observable facts and numbers whilst concurrently looking at subjective perspectives to generate a solution to the research paradigm (Borrego, Douglas & Amelink, 2009).

The study aimed to establish and define characteristics associated with the effect of OSD and the retention of pharmacists in the private pharmaceutical sector. Facts and numbers through a structured instrument were used to establish a solution to the problem. Thus, the study undertook a quantitative approach.

3.6. SAMPLING

The sampling process is the ability to acquire data from a smaller group of the total population so that this smaller group is representative of a total population. The smaller group or subset is known as the sample (Walliman, 2011).

While it is possible to obtain data from the entire population, time and budgetary constraints as well as the impracticality of surveying the entire population, necessitate the need for sampling (Saunders *et al.*, 2009). The sampling process consists of defining the population, determining the sample frame, sample size and design.

3.6.1. Defining the population

Population is defined as the entire group of people that the researcher has an interest in, wants to investigate and make inferences about whilst an element is the single member of the population. The research objective and scope of the study are essential in determining the target population (Sekaran & Bougie, 2013).

This research study aimed to investigate the effect OSD has on retaining private sector pharmacists. The population of interest was thus pharmacists that are practising in the private pharmaceutical sector in KwaZulu-Natal.

3.6.2. Sampling frame

A sampling frame is defined as a list of all the elements in a population from which the sample will be drawn. The most common sampling frame is an existing database (Saunders *et al.*, 2009).

It is a legal requirement for all pharmacists to be registered with the South African Pharmacy Council. The sampling frame for this study was thus the list of pharmacists practising in KwaZulu-Natal. This list was obtained from the South African Pharmacy Council.

3.6.3. The sample size

Saunders *et al.* (2009) postulated that although a researcher can by no means predict if a sample is truly reflective of the population, the ability to estimate its precision is critical. Confidence level of the study, margin of error, the category of the research study undertaken and the size of the population are factors that impact the sample size. Leedy and Ormrod (2013) further support this and asserted that the size of the sample should be a variation of the population.

The total population for this study comprised of 700 pharmacists. To ascertain the sample size, the sample size table in Sekaran and Bougie (2013) was used as a guide. According to this table, a total sample size of 169 is required for the study's population of 700.

3.6.4. Sampling design and sampling method

3.6.4.1. Sampling design

Two types of sampling designs exist, these being probability and non-probability sample designs. Probability designs result in the most dependable depiction of the population whilst non-probability designs utilise the researcher's judgement and can therefore not be truly used to make generalisations about the entire population (Walliman, 2011).

Sekaran and Bougie (2013) attributed this to the fact that probability sampling has some known, equal chance of the elements in the population being selected. In contrast, non-

probability sampling results in an unknown, unequal chance of each element from the total population being selected. Non-probability sampling thus makes it difficult for the researcher to find solutions to objectives that require statistical conclusions to be made about the characteristics of the population from the sample (Saunders *et al.*, 2009).

Since each element has a known and equal chance of being selected from the population and representativeness is essential for the research question, the research study thus undertook probability sampling.

3.6.4.2. Sampling method

Probability sampling consists of three methods when generalisability is essential, namely simple random, systematic and cluster sampling. These methods of probability sampling are illustrated in Figure 3.3 below (Sekaran & Bougie, 2013).

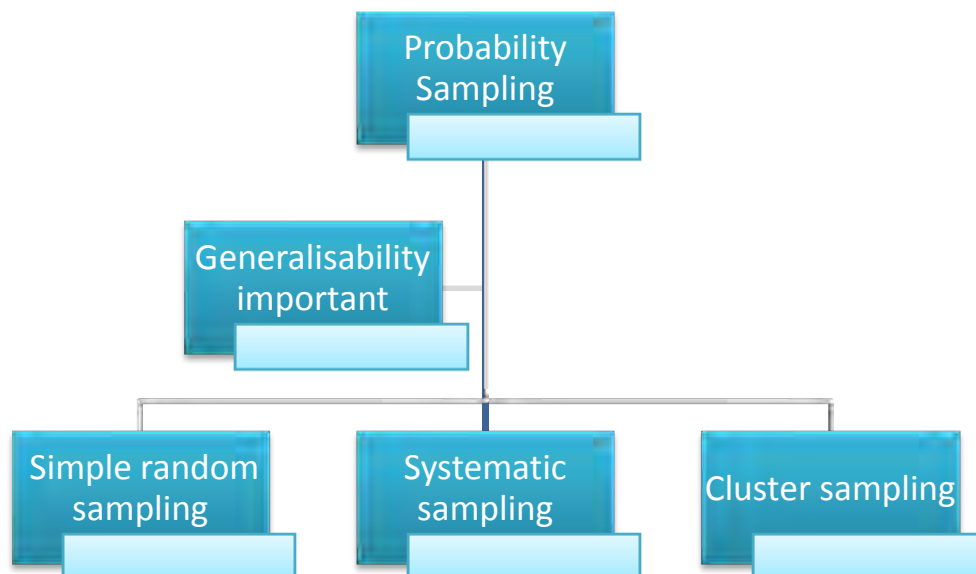


Figure 3.3: Methods of probability sampling

Source: Adapted from Sekaran, U. & Bougie, R. 2013. *Research Methods for Business*. John Wiley and Sons, West Sussex.

According to Figure 3.3 above, simple random, systematic and cluster sampling are three types of sampling methods that can be used when generalisability is important and this is further discussed.

Simple random sampling – occurs when there is a known and equal chance of every element in the population being selected. It offers the least bias but still maintains high

levels of generalisability. Its shortfalls lie in being expensive, with a greater degree of sampling errors and less precision (Sekaran & Bougie, 2013).

Systematic sampling – involves electing the sample at consistent intervals from the sampling frame. This involves numbering each element from the sample frame, choosing a random number to begin with, calculating the sample fraction (using the formula, actual sample size/total population) and using this fraction to select the elements that will form the sample.

Cluster sampling – is closely related to stratified sampling as the population is sub-divided into groups prior to sampling. These groups are referred to as clusters and can be based on any naturally occurring grouping (Saunders *et al.*, 2009).

Since the population was not divided into sub-groups, systematic sampling was the method of choice for this research study. The rationale lay in that a sampling frame was available and it was a more efficient, inexpensive and precise method for this research than simple random sampling.

To determine the elements in the 169 sample size, the sampling frame was numbered and a random number of 2 was used as a starting point. The sample fraction for this study was thus as follows:

$$\begin{aligned}\text{Sampling fraction} &= \text{actual sample size/total population} \\ &= 169 / 700 = 1/4\end{aligned}$$

Therefore, every 4th element in the sampling frame was chosen, starting from number 2. In essence, element numbers 6, 10, 14, etc. were thus chosen to be part of the sample until 169 elements had been selected (Saunders *et al.*, 2009, p. 226).

3.7. DATA COLLECTION STRATEGIES

The appropriate selection of a data collection method follows the research design and sampling phase. There are two main forms of data, namely primary and secondary data. Primary data is data that has been detected, is knowledgeable or documented close to the event and collected for the first time by the researcher. In contrast, secondary data interprets or documents primary data. In essence, it is data that has already been collected and occurs in sources, archives, publications and company records (Walliman, 2011).

Information regarding the effect of OSD on private sector pharmacists was collected for the first time and thus the data represented in this study is primary.

Observations, interviews and administered questionnaires are the three most commonly used methods for collecting primary data. Each method has its respective advantages and disadvantages but the appropriate method chosen is guided by the research question and objectives (Greener, 2008) .

Observations involve the methodical observation, portrayal, analysis and clarification of people's behaviour. It consists of two forms, participant and structured observation. While this method provides rich data through the ability of heightened awareness and understanding of complex situations, it is time consuming, expensive and observer biases may set in (Saunders *et al.*, 2009).

Interviews can either be structured, unstructured, semi-structured, face-to-face or telephonic. Structured interviews occur when the interviewer has a predetermined list of questions whilst unstructured interviews undertake a more informal approach. Semi-structured in turn is the combination of predetermined questions and informal questions. Interviews can clarify ambiguous questions and can reach wide geographic areas; however, they are time consuming and require trained interviewers due to potential interviewer biases (Sekaran & Bougie, 2013).

Questionnaires can be personally administered, mailed or electronic. While they are less time consuming, inexpensive and can be used over wide geographic areas, they exhibit a low response rate and greater non-response error. In turn, exclusion of participants may occur especially if they are electronically administered (Saunders *et al.*, 2009).

Despite the low response rate that occurs with the questionnaire, it was the data collection method of choice for this study. This is due to its efficient nature and the impracticality of conducting interviews or observations for a sample size of 169.

3.7.1. Description and purpose of the instrument

A questionnaire is a type of data collection method that enables respondents to answer the relevant set of questions in a prearranged order. Questionnaires are the most widely used data collection tool due to its efficiency in obtaining responses from large sample sizes (Saunders *et al.*, 2009).

Self-administrated and interview-administrated questionnaires exist. Self-administered questionnaires can further be divided into internet, personal or postal questionnaires while interview-based ones can be telephonic or structured interviews (Saunders *et al.*, 2009).

Due to the sample size and the ability of the respondents to answer the relevant questions themselves, the appropriate choice was a self-administered internet-based questionnaire.

3.7.2. Construction of the instrument

Sekaran and Bougie (2013) stated that it is essential for strong design principles to be incorporated in the questionnaire. The three most important attributes include the wording of the questionnaire, the general appearance and how the variables will be categorised, scaled and coded following subsequent responses from the respondents.

The questionnaire design for this study was based on the purpose of obtaining data from private sector pharmacists to answer the research question through the subsequent objectives. Questionnaires are associated with low response rates, and to overcome this, the questionnaire for this study was set out in a logical way, and consisted of a covering letter detailing the aim and objectives of the study and reassured respondents of their autonomy (Appendix 1). The questionnaire furthermore related questions to objectives. Table 3.1 illustrates how the questions were aligned to each research objective.

Table 3.1: Aligning research objectives to questions

Section	Objective	Question number
A	Demographic details	1-10
B	To assess private sector pharmacists' perceptions of OSD	11, 12,13
C	To assess the impact of OSD on private sector pharmacists	14,15,16,17
D	To identify factors that will aid in retaining private sector pharmacists and utilising these factors to recommend a strategy to increase the retention of pharmacists in the private sector	18-26

Sekaran and Bougie (2013) indicated that the content and purpose, wording, type as well as the form of the questions are contributing factors to a successful questionnaire. As illustrated in Table 3.1 above, the content and purpose of the questionnaire for this study were strategically aligned to the objectives, thus ensuring relevancy. Language and wording were in the simplest form and the pilot study assisted in testing the respondents' understanding. This was achieved by ensuring that no double-barrel questions, leading or loaded questions were utilised.

Data can be measured in a variety of ways. The level of measurement or 'scales' demonstrate how the variables of interest differ from one another in the study (Walliman, 2011). Ranking and rating scales are the two main categories of scales used. Rating scales are used to obtain responses whilst ranking scales are used to make comparisons. Since obtaining responses in terms of OSD and retention factors were critical, rating scales were used. These scales are further divided into nominal, ordinal, interval and ratio scales (Sekaran & Bougie, 2013).

A nominal scale enables the researcher to assign subjects to certain categories or groups to facilitate more effective comparisons, whilst the ordinal scale simultaneously categorises and rank orders the categories in a meaningful way. Interval and ratio scales are related scales as both scales can quantify the distance between two points, and thus can easily be used to ascertain respondents' attitudes towards certain factors. In addition, the ratio scale can also tap into the proportions of difference (Sekaran & Bougie, 2013). Table 3.2 illustrates the type of scales used in the instrument.

Table 3.2: Types of scales used in the instrument

Scale	Type	Data type	Question
Rating	Dichotomous	Nominal	2,11,12,14
	Likert scale	Interval	13,17,18,19,20, 21,22,23,24,25
	Multiple choice, single response	Nominal	3,5,7,8,9,15,26
	Multiple choice, single response	Ratio	1,4,6,10,16

To ensure meaningful insight into the research question, rich data that has the ability to ensure significant interpretations is essential. The study achieved this by ensuring a variety of scales were selected when constructing the questionnaire as illustrated in Table 3.2 above.

3.8. VALIDITY AND RELIABILITY

Once a research instrument has been constructed, the subsequent step is to ensure that the instrument is both reliable and valid. This ensures that the concepts that are required to be tested are actually tested in the questionnaire (Saunders *et al.*, 2009).

3.8.1. Validity

Sekaran and Bougie (2013) clarified validity under three broad headings, namely content validity, criterion validity and construct validity.

Content validity refers to how adequately the research instrument represents the research question and objectives. This can be achieved by a panel of experts evaluating the research instrument and a thorough research of the literature (Greener, 2008).

Criterion-related validity consists of two subsets, concurrent and predictive validity. It is recognised if the research instrument differentiates respondents on a condition it is required to predict (Sekaran & Bougie, 2013).

Construct validity refers to the extent to which the research instruments can measure what is intended to be measured. Validation against constructs is difficult to measure, hence alternative validity measures are used (Greener, 2008).

The current research study considered content validity. By obtaining relevant feedback from the supervisor and private sector pharmacists from the pre-test questionnaire, content validity was achieved as the researcher was confident that the questionnaire adequately covered the research question.

3.8.1.1. Pre-testing of the questionnaire

Saunders *et al.* (2009) emphasised the importance of a pre-test questionnaire. The rationale lies in the pre-test ability to ensure that questions are understood and can be answered with ease (Walliman, 2011). It also helps the researcher ascertain the likely responses and whether these responses have the ability to accurately answer the research question. In

addition, it helps obtain validity and a likely reliability for the study (Leedy & Ormrod, 2013).

The pre-test group for the study consisted of 20 private sector pharmacists. The following issues were experienced by the pre-test group and thus subsequently altered.

- 1) The question relating to OSD salary rates was ambiguous and removed.
- 2) Questions relating to job dislikes were duplicated and hence removed.
- 3) Spelling and grammatical errors were corrected.
- 4) The sequence of the questions was changed to ensure a better flow.

3.8.2. Reliability

Saunders *et al.* (2009) defined reliability as the ability of the research instrument and analysis procedure to yield consistent findings under different conditions as well as alternative times. The two most commonly used tests of reliability are test and retest and internal consistency.

Test and retest reliability is achieved by administering the questionnaire twice so that data can be collected and correlated from the identical questionnaire under similar conditions. The difficulty lies in persuading respondents to answer the questionnaire twice (Saunders *et al.*, 2009).

Internal consistency is achieved by evaluating whether the questions and sub-questions in the questionnaire are highly correlated. Cronbach alpha is the most frequently used method to calculate the internal consistency of the questionnaire. It was developed by Lee Cronbach in 1951 and is expressed as a number between 0 and 1. It is influenced by the questionnaire length and scope with the accepted value being usually between 0.70 and 0.95 (Tavakol & Dennick, 2011).

Since the ability to get participants to answer the same questionnaire twice is difficult, this research study made use of internal consistency as a measure of reliability. The study used Cronbach alpha to calculate the internal consistency and hence reliability of the study which would occur once the data had been collected.

3.9. ADMINISTRATION OF THE INSTRUMENT

Utilising the questionnaire to generate and collect data occurs once the questionnaire has been designed, a pre-test done and the questionnaire amended accordingly. In essence this is the final step in the administration of the questionnaire (Saunders *et al.*, 2009).

The internet based questionnaire was selected for this research study. It can be administered through e-mail or a website. The study administered the questionnaire through e-mail. It consisted of a covering letter, as previously stated, and further maintained the rules of the code of ethics by ensuring informed consent was obtained from all the participants. This consisted of a tick box in which respondents could indicate their consent to participate. Once this had occurred the respondents were immediately directed to the questionnaire.

QuestionPro was the on line survey tool that administered the questionnaire. An e-mail containing a hyperlink was sent to all participants. An electronic hyperlink aligned each respondent to the QuestionPro survey. A simple click on the hyperlink gave the respondents access to the survey start page. The QuestionPro tool helped track all participants' responses for further analysis. A reminder e-mail was sent to further encourage the respondents to participate and this was spaced one week apart.

3.10. ANALYSIS OF DATA

Analysis of data is the subsequent step after the collection of data. To analyse quantitative data, data needs to be set out in a matrix. To make this transition from the questionnaire to the matrix, coding is essential. Data coding involves allocating a particular number to the participants' responses and capturing the data (Greener, 2008). In essence data is coded, keyed in, edited (Sekaran & Bougie, 2013).

QuestionPro hosted the electronic questionnaire used for this study, and this enabled all participants' responses to be automatically captured and stored once they had clicked on the survey and the questionnaire had been completed. A numerical code was allocated to each variable so that it could be transferred to SPSS (Statistical Package for Social Sciences) for further analysis. SPSS is a widely used tool for analysis as the programme enables data to be entered, edited and its contents viewed. Outliers, inconsistencies and non-responses must be identified and investigated during the editing phase (Greener, 2008; Sekaran & Bougie, 2013).

Descriptive and inferential statistics categorised the analysis of data in this research study. The rationale lay in the descriptive statistics' ability to present data of variables in a more meaningful way and inferential statistics associated with making the relevant generalisations (Greener, 2008).

3.11. ETHICAL CONSIDERATIONS

To ensure that the research study met the ethical considerations, ethical clearance was obtained from the University of KwaZulu-Natal ethics committee (Appendix 2). All participants were requested to give informed consent before the start of the questionnaire. This was located in the preamble to the questionnaire (Appendix 1). QuestionPro was used to answer the questions autonomously and maintain the respondents' confidentiality.

3.12. CONCLUSION

The chapter has presented the methodology for the research paradigm and reinforced the need for an efficient and reliable research methodology process. This was achieved by providing an overview of research methodology and focusing on the aims, purpose and type of the study. It further detailed the various research designs and sampling techniques that exist. This facilitated an insightful and meaningful decision with regards to tailoring these techniques to the research question and objectives.

Based on those decisions, a data collection strategy was devised incorporating the construction, administration, collection and analysis of the data. Furthermore, ethical considerations were also briefly mentioned. Once sufficient data had been collected, the data was analysed and the results of this are presented in the next chapter.

CHAPTER 4

PRESENTATION OF RESULTS

4.1. INTRODUCTION

The preceding chapter discussed the appropriate research method for this research paradigm. This discussion justified and provided the necessary guidance for the collection of data from pharmacists practising within the private pharmaceutical sector. The results of the data collected are presented in this chapter.

The chapter initially provides a brief overview of the data and its reliability. Thereafter it focuses on the presentation of the results. Initially the demographic profile of the respondents is presented by focusing on their personal and industry demographics. This is further followed by the presentation of the results aligned to the objectives of the study as outlined in the previous chapter.

4.2. THE DATA

A 54% response rate was achieved since 92 private sector pharmacists completed the questionnaire. Prior to data being analysed it underwent an initial screening process. This process ensured that all incomplete data was removed from the data set. The average actual time taken to complete the questionnaire was 15 minutes, ascertained from the QuestionPro database. To aid interpretation, results are presented in this chapter in tabular formats and graphically.

4.2.1. Reliability of the data

The reliability of the data was tested by calculating the Cronbach's alpha. The calculated value was 0.918. This value illustrated that the data was statistically reliable.

4.3. DEMOGRAPHIC PROFILE OF THE RESPONDENTS

4.3.1. Personal demographics

A total of 92 private sector pharmacists completed the internet-based questionnaire. The participants' socio-demographic information is summarised in Figure 4.1 to 4.3.

The study found that more than two-thirds (68.5%) of the respondents were below the age of 40, as illustrated in Figure 4.1. A closer look at the two-thirds reveals that the majority

of respondents (43.5%) were within the age group of 30 to 39 followed by respondents within the age group of 22 to 29.

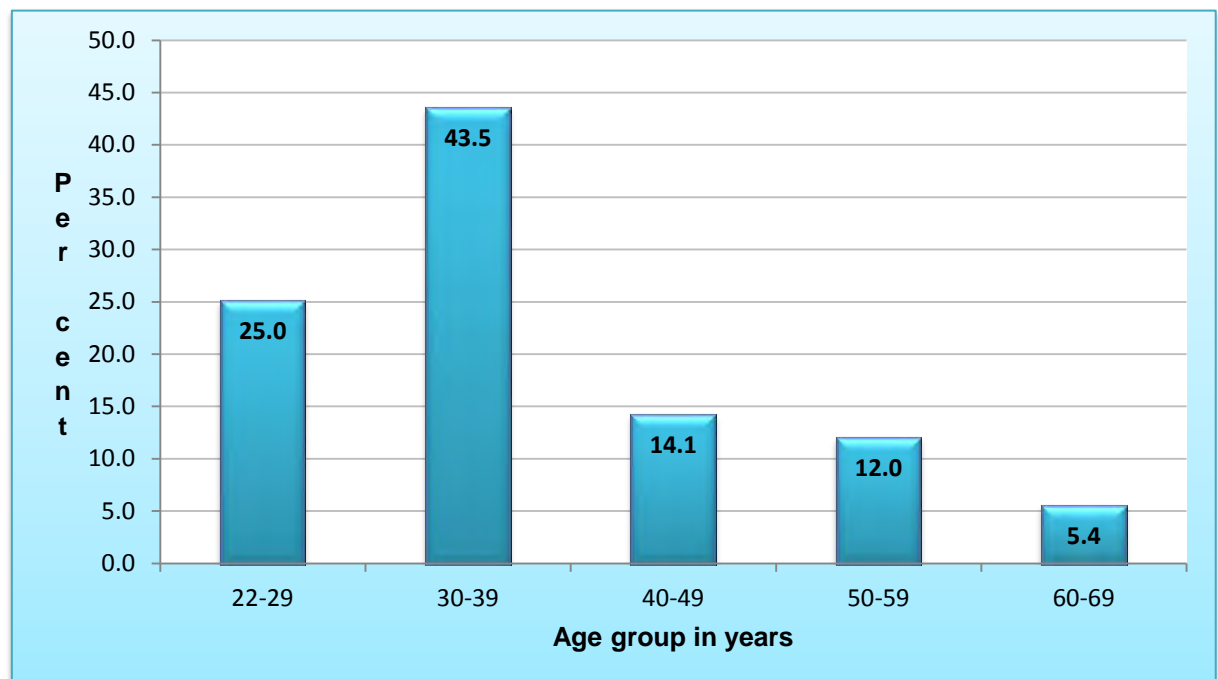


Figure 4.1: Age distribution of the participants

According to Figure 4.2, the majority of the respondents were female (76%) and the remaining (24%) were male. This alluded to an almost exclusive female workforce.

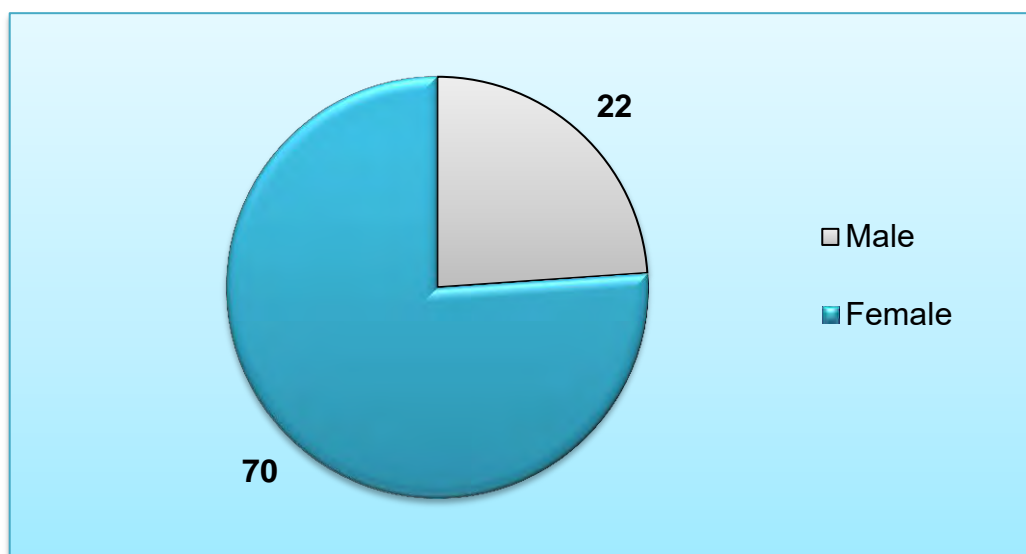


Figure 4.2: Distribution of gender (n=92)

Figure 4.3 indicates the marital status of the respondents. With regards to marital status, the figure reveals that (76%) of the respondents were married followed by 20% who were single. Therefore, the majority of respondents were in a committed relationship.

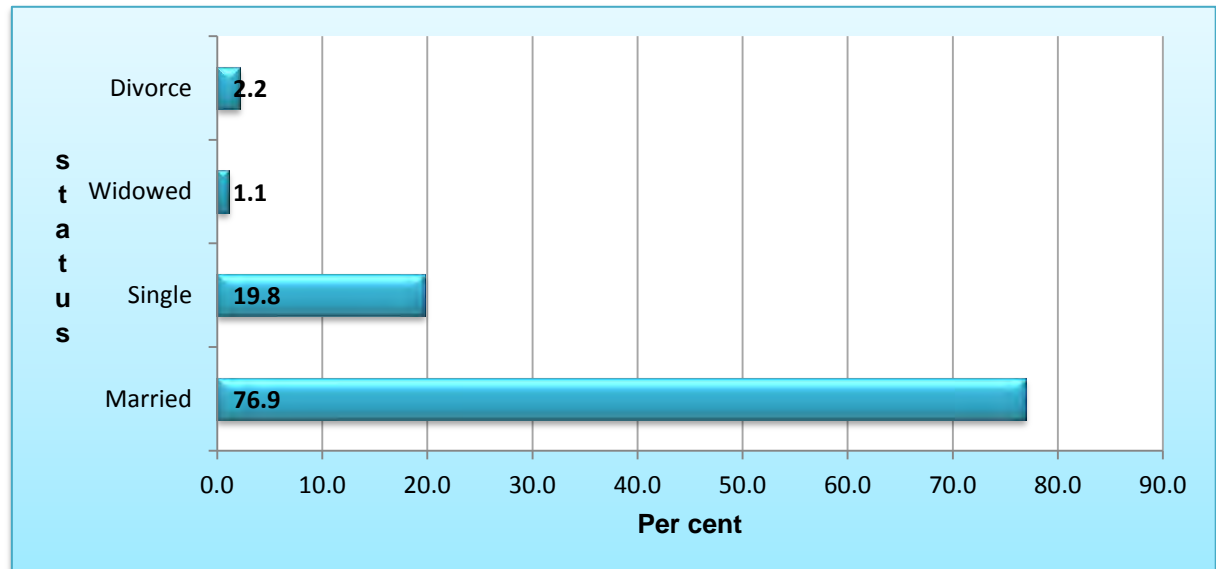


Figure 4.3: Marital status of the participants (n=92)

4.3.2. Industry demographics

The subsequent demographics relate more specifically to the respondents' work experience within the pharmaceutical sector. The results are depicted in Figure 4.4 to Figure 4.10 below.

Figure 4.4 indicates the category in which participants are currently employed. More than half of the respondents (58%) reported that they work in the institutional sector, followed by (34%) who work in the retail sector. The remaining 8% represented manufacturing, community and other.

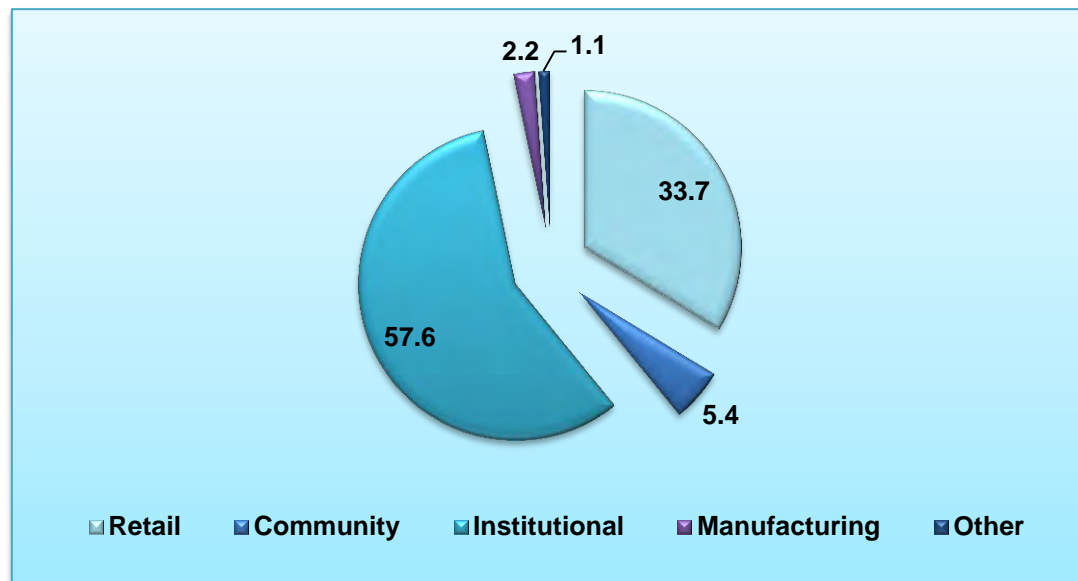


Figure 4.4: The category in which participants are currently employed in

Figure 4.5 illustrates the number of years the respondents have worked as a pharmacist. More than a quarter of the respondents had five or fewer years of work experience and another 24% had work experience as a pharmacist of between 11 and 15 years.



Figure 4.5: Number of years worked as a pharmacist (n=92)

Figure 4.6 indicates the work experience of the respondents with their current employer. Forty of the pharmacists (43%) indicated that they have been working at their current place

of work between three and five years whilst 20 pharmacists (21%) have had one to two years' experience. Furthermore, 14 pharmacists (15%) have worked at their current workplace for more than ten years.

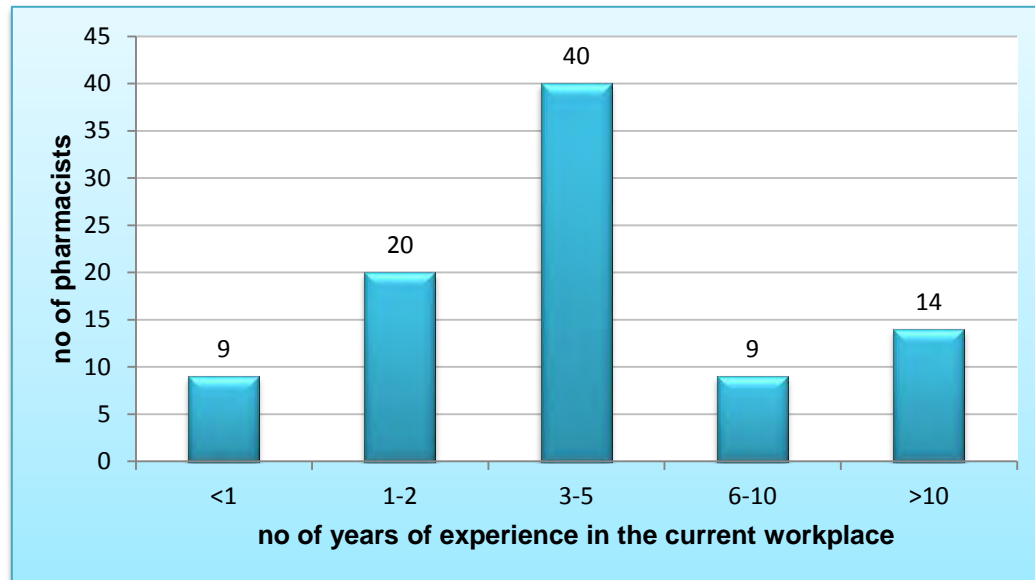


Figure 4.6: Years of experience at the current workplace

Figure 4.7 indicates the number of organisations the respondents worked for previously. According to the figure, more than a quarter of the respondents (29%) mentioned that they had worked for one company and 27% stated that they had worked for three companies before joining the current organisation.

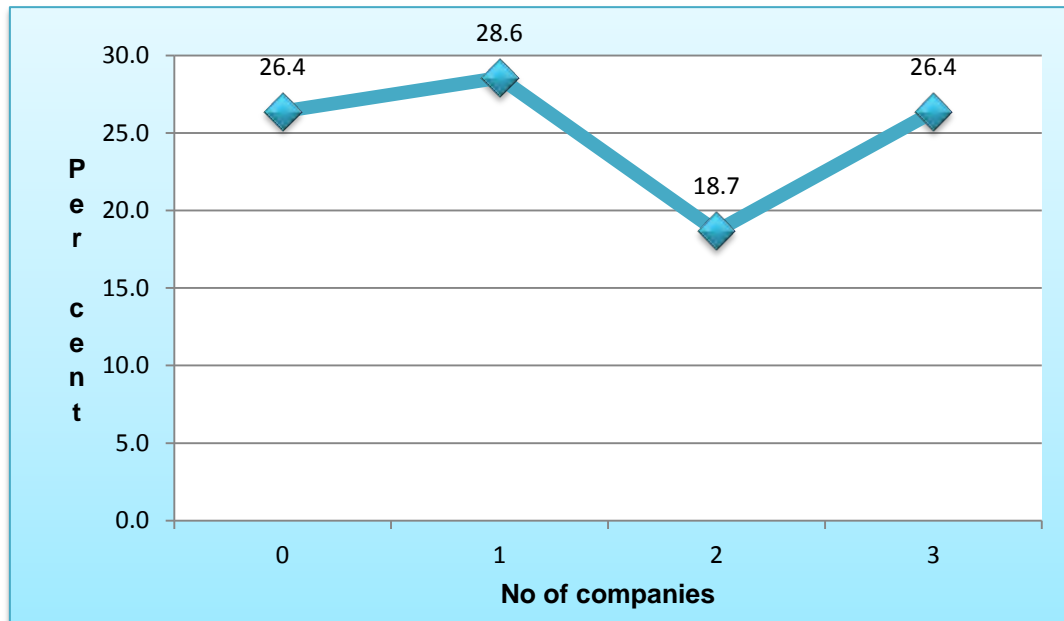


Figure 4.7: Number of companies worked for prior to joining the current employer

Participants were asked to provide reasons for leaving their previous organisation. The main reasons highlighted in Figure 4.8 are the lack of promotion opportunity and inadequate work environment at 16% respectively. However, 46% reported 'other' as their reason for leaving the organisations. Only 13.1% of the respondents indicated inadequate salary and 9.5% indicated inadequate benefits as the reason for leaving.

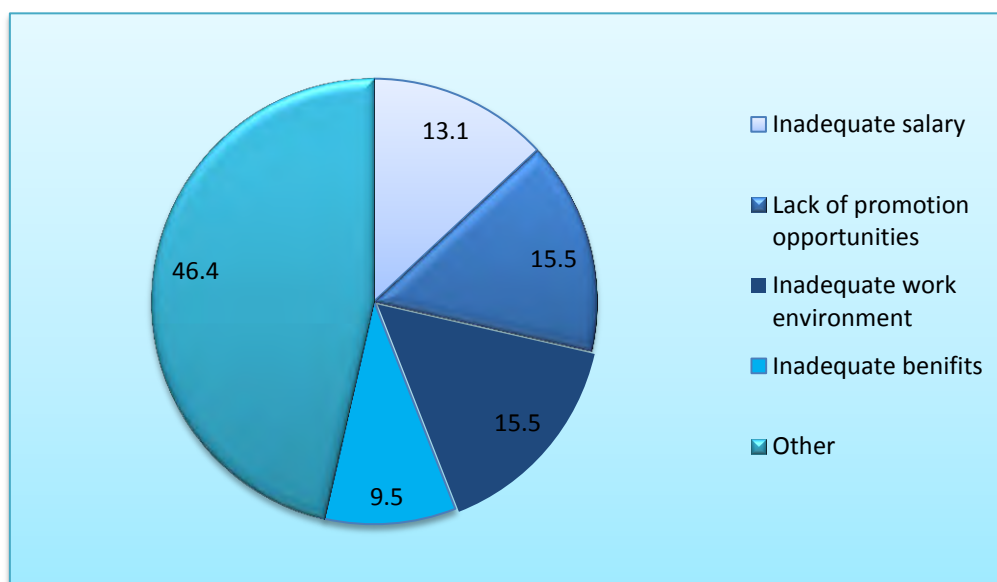


Figure 4.8: Reasons for leaving previous employer

Figure 4.9 demonstrates the current job status of the respondents. It illustrates that 43% of the respondents were working in non-managerial positions, which was followed by 19.8% as locums and 16.5% working in middle management positions. Top management and first line management were the least represented at 9.9 and 11.0% respectively.

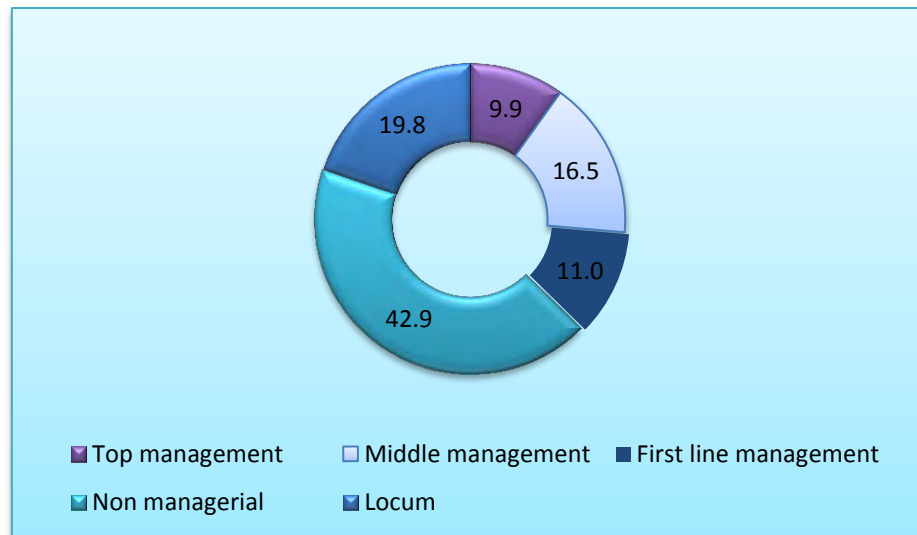


Figure 4.9: Distribution of current job status

Figure 4.10 below illustrates the monthly income of the respondents. According to the figure, two-thirds (65%) reported their gross monthly salary to be between R31 000 and R50 000. This is consistent with their current job status as most participants were in entry level positions.

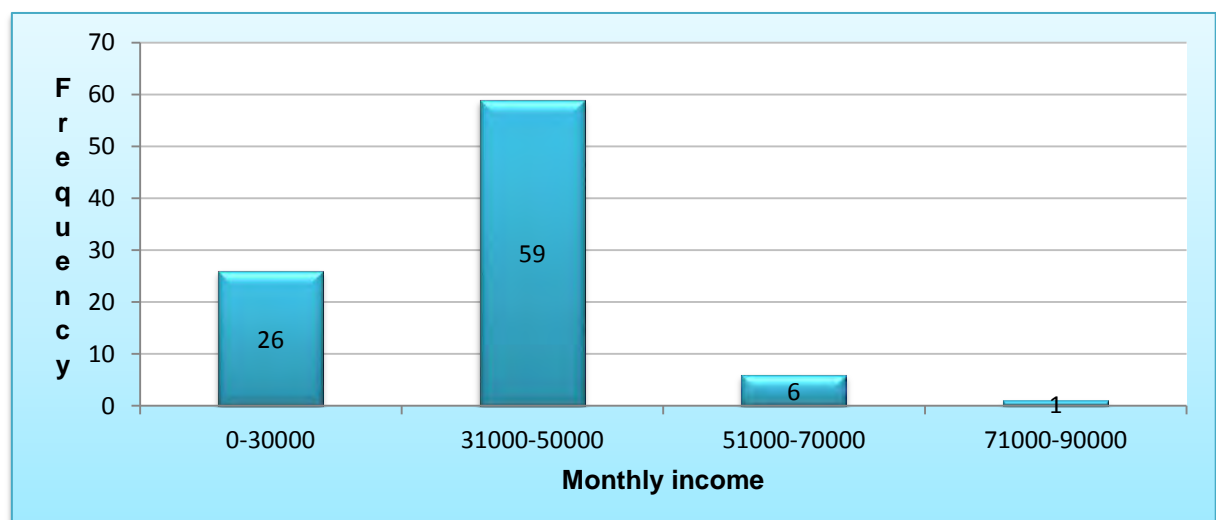


Figure 4.10: Monthly income of the participants

4.4. OBJECTIVES OF THE STUDY

As previously outlined in Chapter 3, each objective set out in this study was aligned to questions in the research instrument. This was to ensure that sufficient data was collected to effectively answer the research question. The following section presents the results for each objective.

4.4.1. Objective one: To assess private sector pharmacists' perceptions of OSD

To achieve this objective, pharmacists were initially questioned about their awareness and direct perceptions of OSD. Since OSD contains a monetary component to its strategy, pharmacist perceptions in terms of compensation were also ascertained. Table 4.1 illustrates the respondents' awareness and perceptions of OSD.

As shown in Table 4.1 below, about two-thirds (64%) of the pharmacists were conversant with OSD, government's initiative to retain pharmacists in the public sector. Furthermore, the majority (66%) of the respondents indicated that OSD had changed their perceptions about working in the public sector. The remaining 34.5% of the respondents indicated no change in their perceptions about working in the public sector.

Table 4.1: Awareness and perceptions of OSD

Variables		Frequency	Per cent
Are you conversant with OSD, government's initiative to retain public sector pharmacists?	No	33	35.6
	Yes	59	64.4
Has OSD changed your perceptions about working in the public sector?	No	32	34.5
	Yes	60	65.5

To gain further insight into the perceptions of OSD, a chi-squared cross tabulation was computed between the respondents' demographics and the perceptions of OSD. This was to ascertain if the perceptions of OSD were related to the respondents' age, gender and work experience.

A p value of 0.05 or less indicates that one can be 95% certain that an association between two variables exists. From the cross tabulation in Tables 4.2 to 4.4 below, the results, however, illustrate p values of greater than 0.05. For age, gender and work experience the p values were 0.489, 0.689 and 0.700 respectively.

Table 4.2: Cross tabulation between age and perceptions about working in the public sector

Count

		Has OSD changed your perceptions about working in the public sector?		Total
		No	Yes	
Age	22-29	7	16	23
	30-39	11	29	40
	40-49	5	8	13
	50-59	6	5	11
	60-69	3	2	5
Total		32	60	92

Chi-square tests

	Value	df	Asymptotic significance (2-sided)
Pearson chi-square	3.425 ^a	4	.489
Likelihood ratio	3.318	4	.506
Linear-by-linear Association	1.745	1	.187
No of valid cases	92		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 1.72.

Table 4.3: Cross tabulation between gender and perceptions about working in the public sector

	Has OSD changed your perceptions about working in the public sector?		Total
	No	Yes	
Gender Male	9	13	22
Female	23	47	70
Total	32	60	92

Chi-square tests

	Value	df	Asymptotic significance (2-sided)	Exact sig. (2-sided)	Exact sig. (1-sided)
Pearson chi-square	.160 ^a	1	.689	.793	.440
Continuity correction ^b	.019	1	.892		
Likelihood ratio	.158	1	.691		
Fisher's exact test					
Linear-by-linear Association	.158	1	.691		
No of valid cases	92				

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.24.

b. Computed only for a 2x2 table

Table 4.4: Cross tabulation between the number of years of work experience and perceptions about working in the public sector

Count

	Has OSD changed your perceptions about working in the public sector?		Total
	No	Yes	
The number of years you have worked at your current place of employment?			
1<	3	6	9
1-2	8	12	20
3-5	11	29	40
6-10	3	6	9
>10	7	7	14
Total	32	60	92

Chi-square tests

	Value	df	Asymptotic significance (2-sided)
Pearson chi-square	2.193 ^a	4	.700
Likelihood ratio	2.184	4	.702
Linear-by-linear association	.108	1	.743
No of valid cases	92		

a. 3 cells (30.0%) have expected count less than 5. The minimum expected count is 3.10.

Table 4.5 below indicates the impact of compensation. It illustrates that about a quarter of the participants (24%) agreed or strongly agreed that compensation is the most important consideration in determining whether they will stay with the current employer. However, the remaining 57.2%, representing the majority of the participants, disagreed or strongly disagreed with compensation being the most important factor for retention.

Table 4.5: The impact of compensation

Variable		Frequency	Per cent
Compensation is the most important consideration in determining whether you will stay with your current employer.	Strongly disagree	14	15.4
	Disagree	39	41.8
	Neutral	17	18.7
	Agree	13	14.3
	Strongly agree	9	9.9

4.4.2. Objective two: To assess if OSD in the public sector has impacted the retention of pharmacists in the private sector

This objective was achieved by analysing how many of the respondents had actually worked in the public sector previously and their reasons for leaving. Furthermore, respondents' current career plans with regards to the private sector were assessed to

determine if OSD would actually change their decision to stay in the private sector. The results of this objective are illustrated in the subsequent tables and figures below.

Figure 4.11 reflects the respondents' prior work experience in the public sector. According to the figure, more than two thirds (72%) of the pharmacists mentioned that they had worked in the public sector, whereas 28% of the respondents indicated that they had no prior public sector experience.

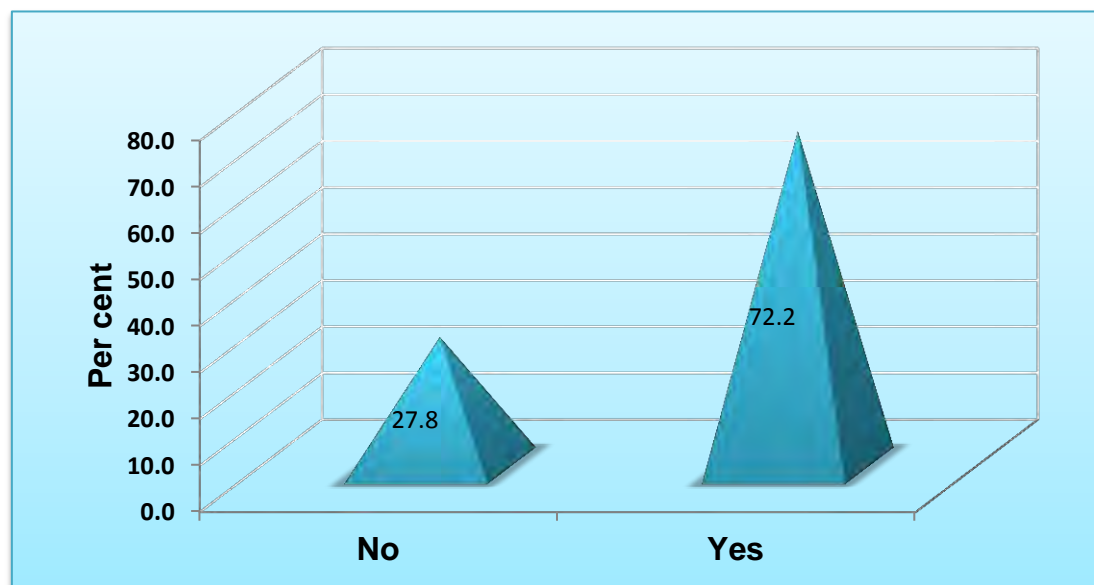


Figure 4.11: Percentage of respondents that had worked in the public sector

Figure 4.12 indicates respondents' reasons for leaving the public sector. According to the figure, those who left the public sector indicated that they left because of the work environment (32%), followed by lack of promotion opportunity (14%). Other reasons were reported by 43% of the participants. Inadequate salary and inadequate benefits were only reported as reasons for leaving by 6.2 and 4.6% of the respondents respectively.

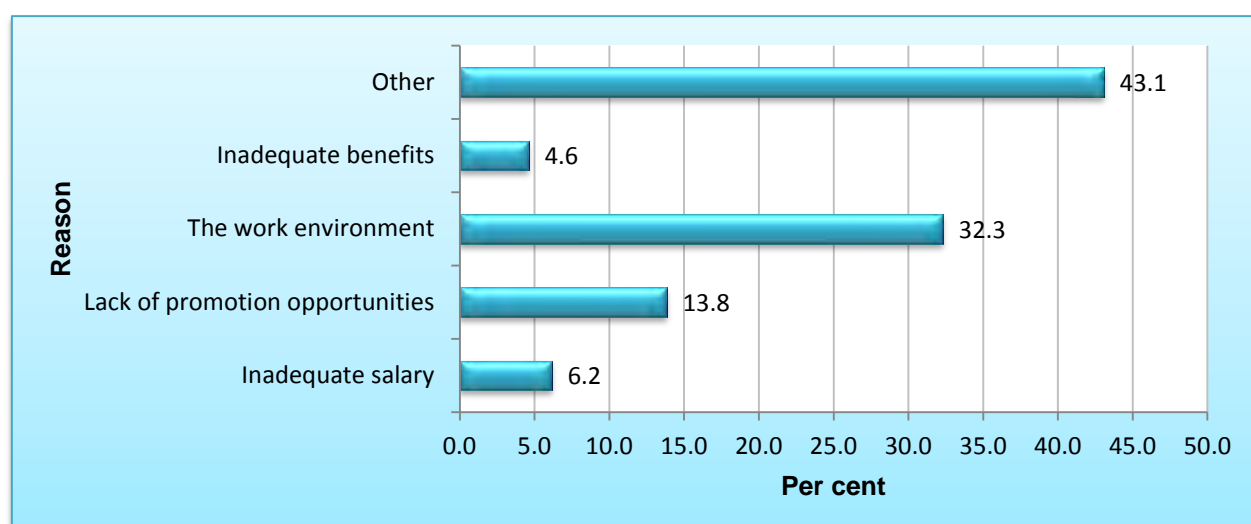


Figure 4.12: Reasons for leaving public sector

When asked about their future career plans, 35% of the respondents had no plan to leave the current organisation, as illustrated in Figure 4.13, while 6.6% indicated that they were retiring. Almost 20% of the respondents indicated that they intend to leave, with a further 35% who were not sure of their future career plans.

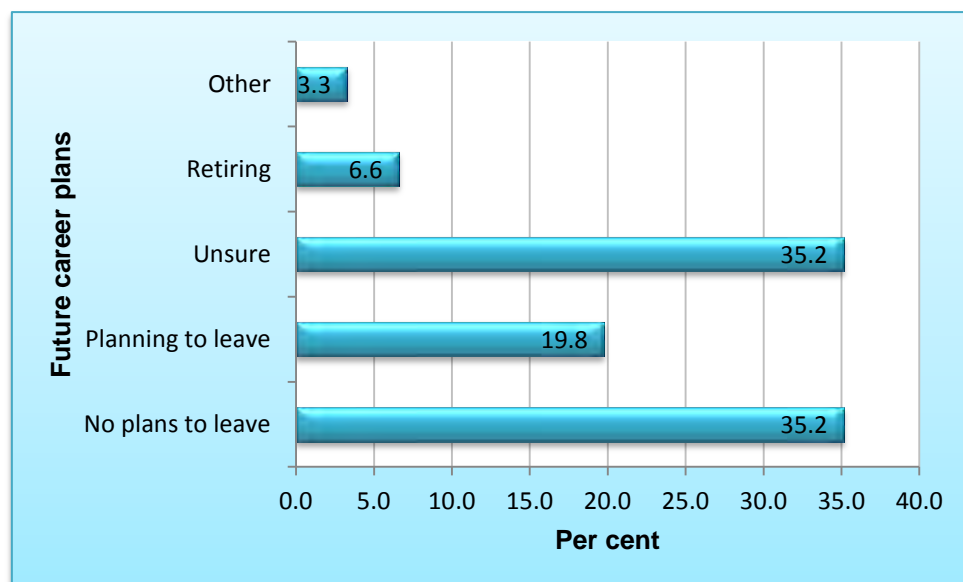


Figure 4.13: Participants' future career plans in the private sector

To gain further insight into pharmacists' future career plans, a chi-square cross tabulation was computed between respondents' demographics and their future career plans. This was

to ascertain if their future career plans were related to their age and work experience. The results are illustrated in Tables 4.6 and 4.7 below.

A p value of 0.05 or less indicates that one can be 95% certain that an association between two variables exists. From the cross tabulation in Tables 4.6 and 4.7 below, the results, however, illustrate p values of greater than 0.05. For age and work experience the p values were 0.389 and 0.115 respectively.

Table 4.6: Cross tabulation between future career plans and age

Count

		Which option best describes your future career plans, in the private sector?		Total
		Other	Planning to leave	
Age	22-29	16	7	23
	30-39	32	8	40
	40-49	12	1	13
	50-59	9	2	11
	60-69	5	0	5
Total		74	18	92

Chi-square tests

	Value	df	Asymptotic significance (2-sided)
Pearson chi-square	4.126 ^a	4	.389
Likelihood ratio	5.173	4	.270
Linear-by-linear Association	2.847	1	.092
No of valid cases	92		

a. 5 cells (50.0%) have expected count less than 5. The minimum expected count is .98.

Table 4.7: Cross tabulation between future career plans and work experience

Count

	Which option best describes your future career plans, in the private sector?		Total
	Other	Planning to leave	
The number of years 1<	6	3	9
you have worked at 1-2	15	5	20
your current place of 3-5	34	6	40
employment? 6-10	5	4	9
>10	13	1	14
Total	73	19	92

Chi-square tests

	Value	df	Asymptotic significance (2-sided)
Pearson chi-square	7.435 ^a	4	.115
Likelihood ratio	7.124	4	.129
Linear-by-linear Association	1.188	1	.276
No of valid cases	91		

a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is 1.78.

Pharmacists were further prompted to ascertain if OSD impacted their ability to stay with their current employee, and the results are illustrated in Table 4.8 below. Half of the participants (50%) agreed or strongly agreed that the public sector OSD adjustment would affect their plans to stay with the current organisation. A cumulative total of only 19.1% disagreed or strongly disagreed and the remaining 31.5% indicated a neutral response.

Table 4.8: The impact of OSD and the intention to stay

Variable		Frequency	Per cent
Would the public sector OSD adjustment affect your plans to stay with your current organisation	Strongly disagree	5	5.6
	Disagree	12	13.5
	Neutral	29	31.5
	Agree	35	38.0
	Strongly agree	11	12.4

4.4.3. Objective three: To identify factors that are likely to strengthen the retention of pharmacists in the private sector;

Objective four: Utilising these factors, recommend a strategy to increase the retention of pharmacists in the private sector

Objective three and four are looked at together as the two objectives are interlinked. To achieve objective three, the respondents were asked questions relating to finance, resource, education and training, work and management related factors. The overarching objective of the study, objective four will be obtained by utilising the information gained from objective three to encapsulate an effective recommendation. The results are presented in Figures 4.14 to 4.22 respectively.

Figure 4.14 illustrates the finance factors. Participants were asked to indicate the financial factors that will aid in retaining them in their current organisation. Results show that the top five factors to which respondents agreed or strongly agreed were as follows: Job security offered at your current organisation (71%); Retirement benefits (67%); Perks and subsidies offered at your current organisation (65 %); Your current medical benefits (64 %); Current salary (63%).

The figure further reveals that the organisation's housing and travel allowances scored poorly in retaining pharmacists. Allocating the neutral response to a more negative association, the cumulative percentages of respondents that disagreed, strongly disagreed or were neutral with these factors were 69.7 and 69 % respectively.

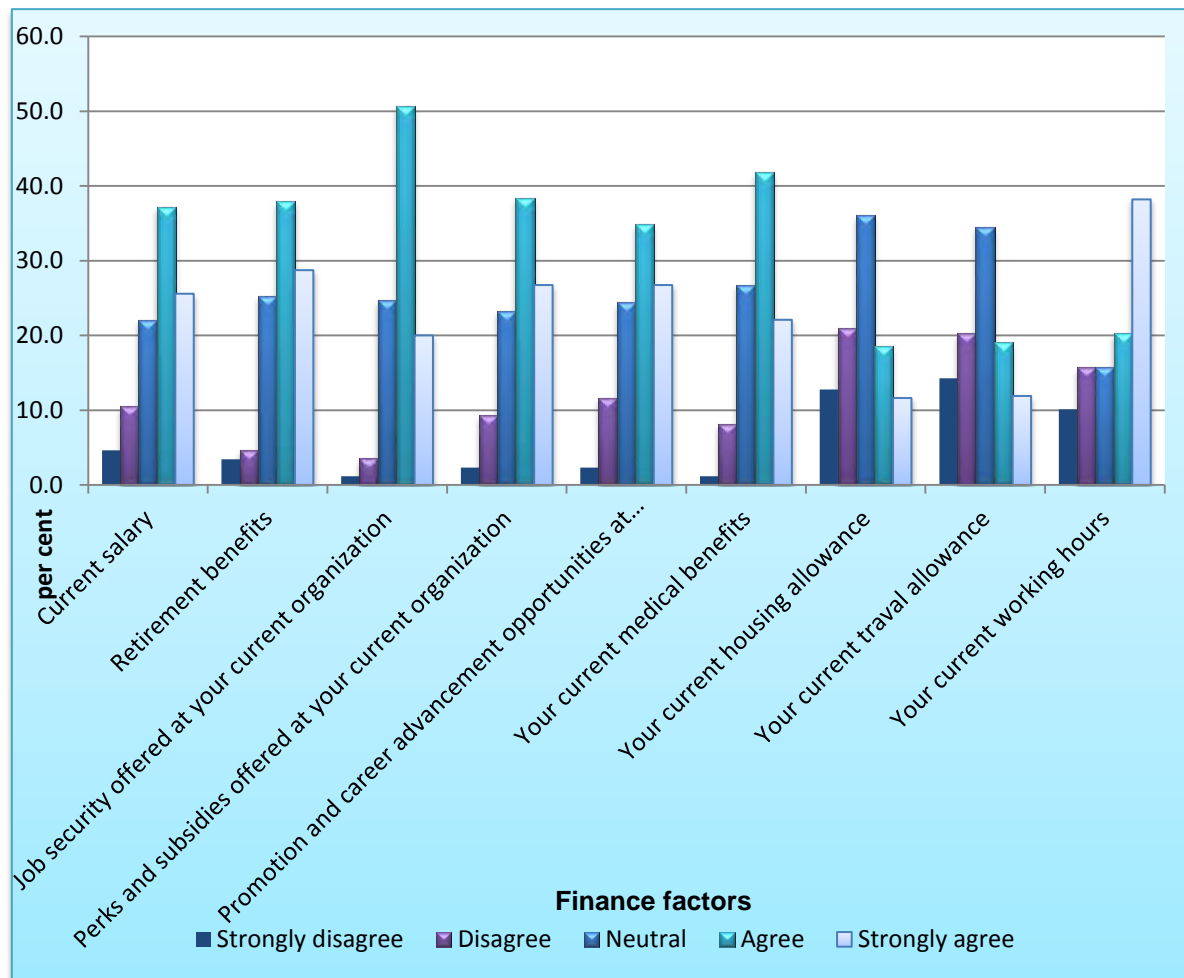


Figure 4.14: Financial factors that will aid in retaining pharmacists at their current organisation

Participants were asked to indicate the resource factors that might retain them in their organisation, as illustrated in Figure 4.15 below. It was found that more than two-thirds (68 %) agreed that the efficiency of work equipment is the main resource factor to retain pharmacists in the organisation, followed by the staff complement at the organisation (63%). The availability of stock at the organisation was only agreed or strongly agreed by 56% of the participants.

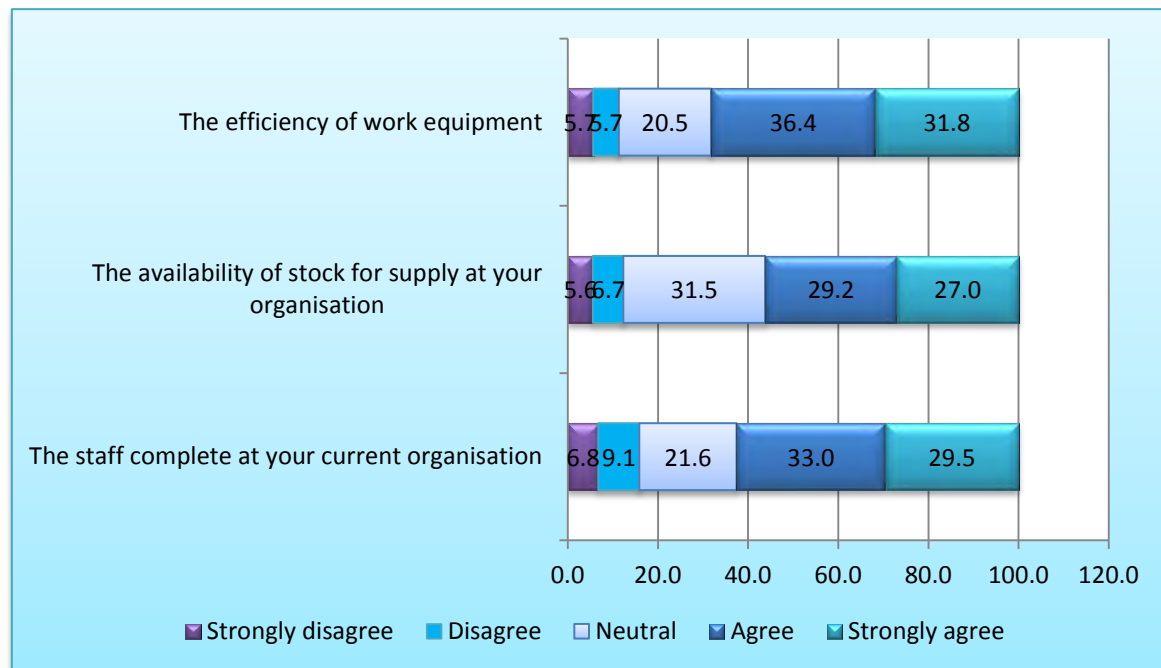


Figure 4.15: Resource factors that will aid in retaining pharmacists at their current organisation

Participants were asked to indicate education- and training-related factors that might retain them in their current organisation. According to Figure 4.16 below, 71% agreed that the training and development plan at their current organisation will retain them. Associating neutral with a negative response, 52.4% were dissatisfied with the current study leave policy as they strongly disagreed, disagreed or were neutral on this factor.

Participants were also asked in general about what education and training factors could retain them. The top three education and training factors as identified by the participants were incentives to study further (64%), a career and succession plan (57%) and an education subsidy (53.5%). A surprising result is that the respondents were uncertain whether a talent management programme will actually retain them but voted strongly in favour of a career and succession plan.

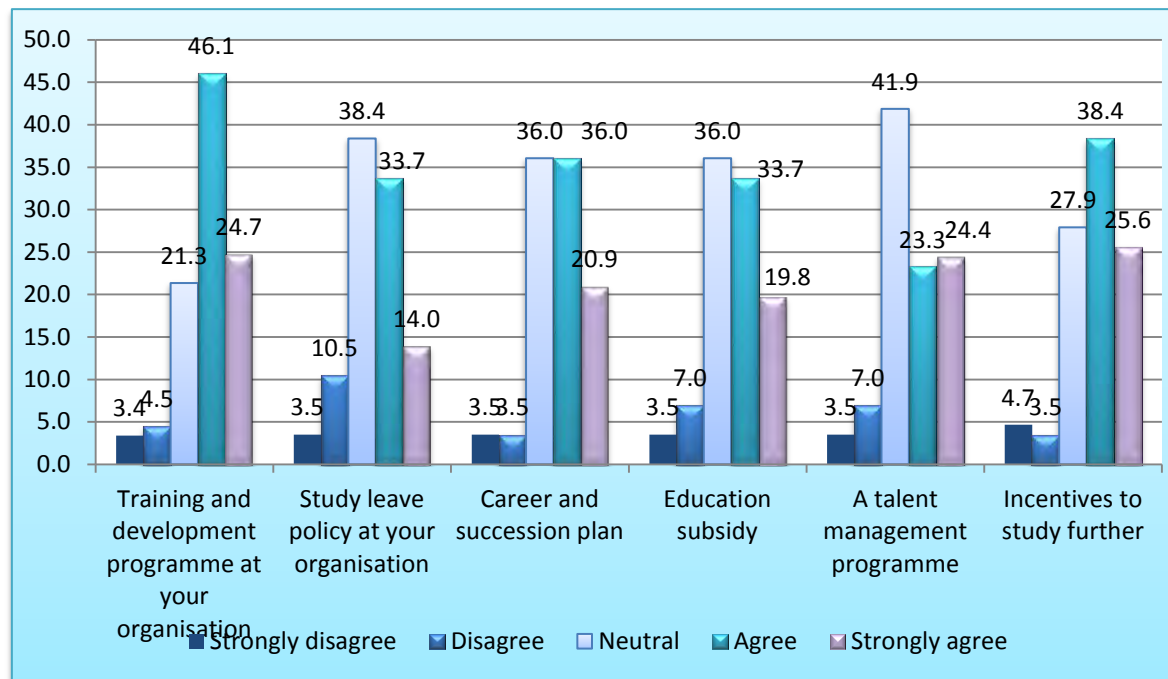


Figure 4.16: Education and training factors

Figure 4.17 indicates work-related factors. With regards to work-related factors to retain pharmacists it was found that recognising efforts, working with a strong dynamic team, and a flexible work schedule were factors to retain pharmacists in an organisation. The percentage of the respondents that agreed or strongly agreed were 91.9, 94.3 and 87.5% respectively.

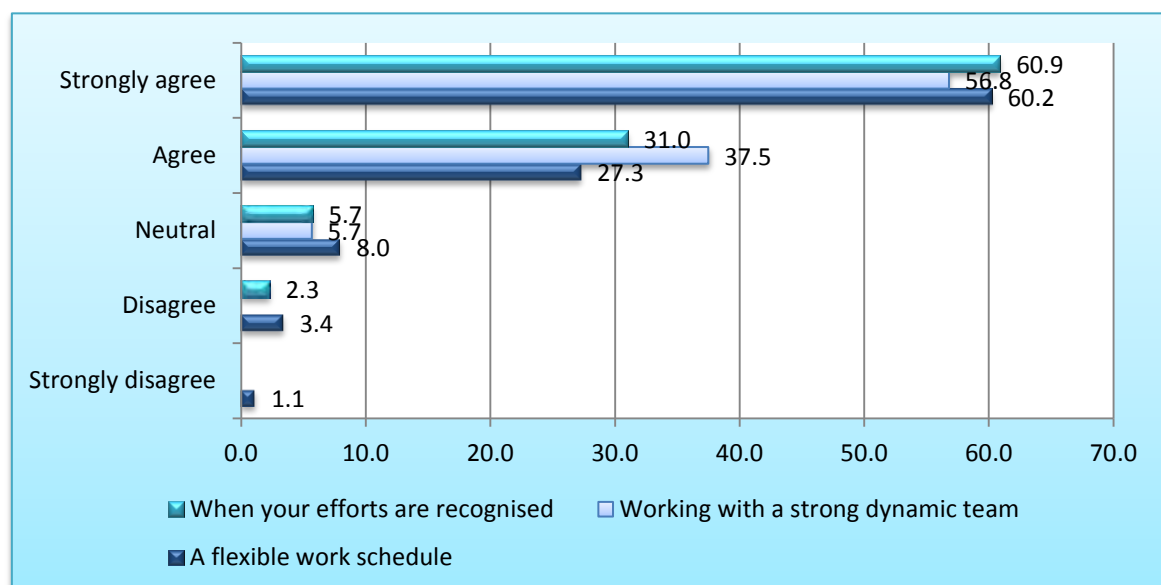


Figure 4.17: Work-related factors

Participants were asked to indicate management-related factors that could retain them. Results in Figure 4.18 below show that management supporting goals (94.3%), when management is clear and consistent about objectives (95.4 %), supervision (75.6%), and effective communication (95.3%) were all identified as important factors. This is due to the fact that the majority (>75%) of the respondents agreed or strongly agreed with these factors.

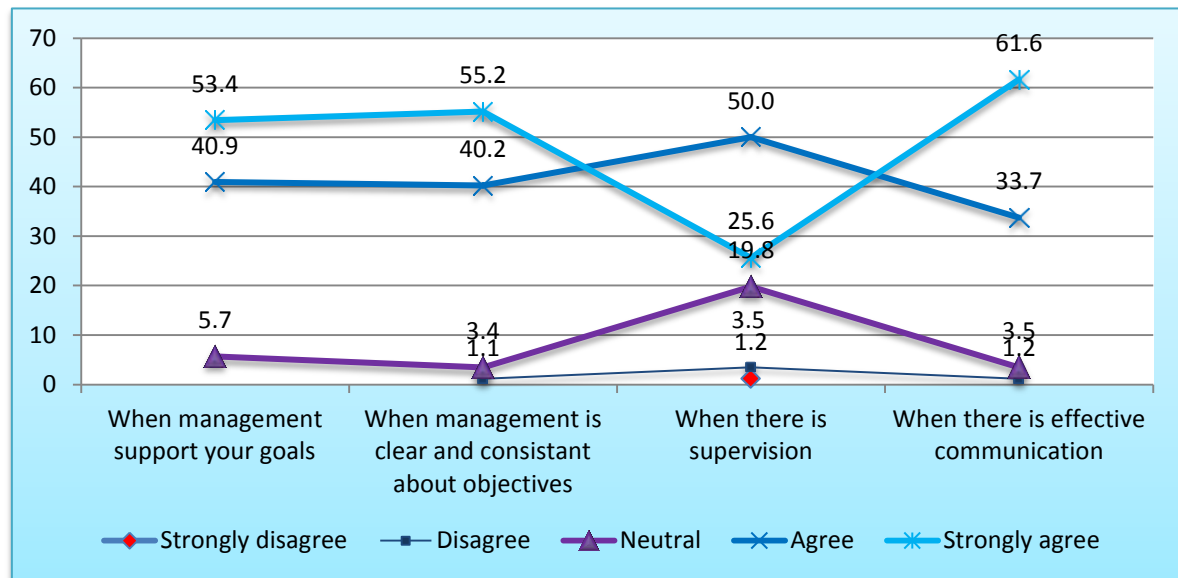


Figure 4.18: Management-related factors

To gain further insight into the role of management, respondents were further questioned about career advancement. Figure 4.19 below details this result. According to the figure, half of the respondents (50%) strongly agreed or agreed that in the private sector there are opportunities for career advancement. A total of 27.5% of the respondents disagreed or strongly disagreed that there were opportunities for career advancement, whilst 23.1% displayed a neutral response.

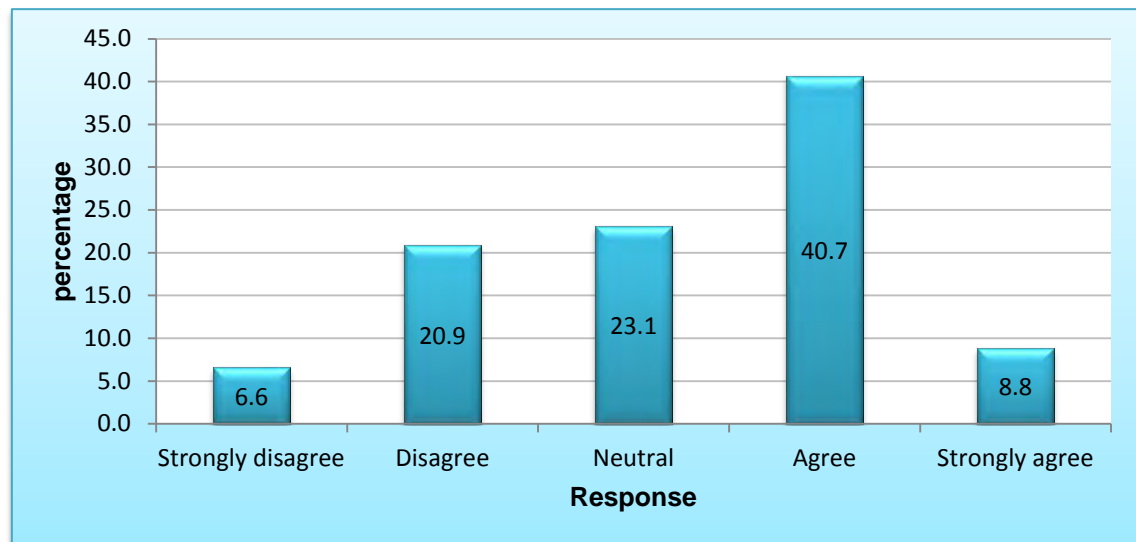


Figure 4.19: Are there are opportunities for career advancement in the private sector?

To gain more insight, respondents were asked career advancement questions in relation to management. Figure 4.20 demonstrates whether career advancement goals can be shared with the manager. According to the figure, more than half (55%) of the respondents reported that they are able to share career advancement goals with their manager. A cumulative total of 15.7% disagreed or strongly disagreed with the statement, indicating they were unable to share career advancement goals.

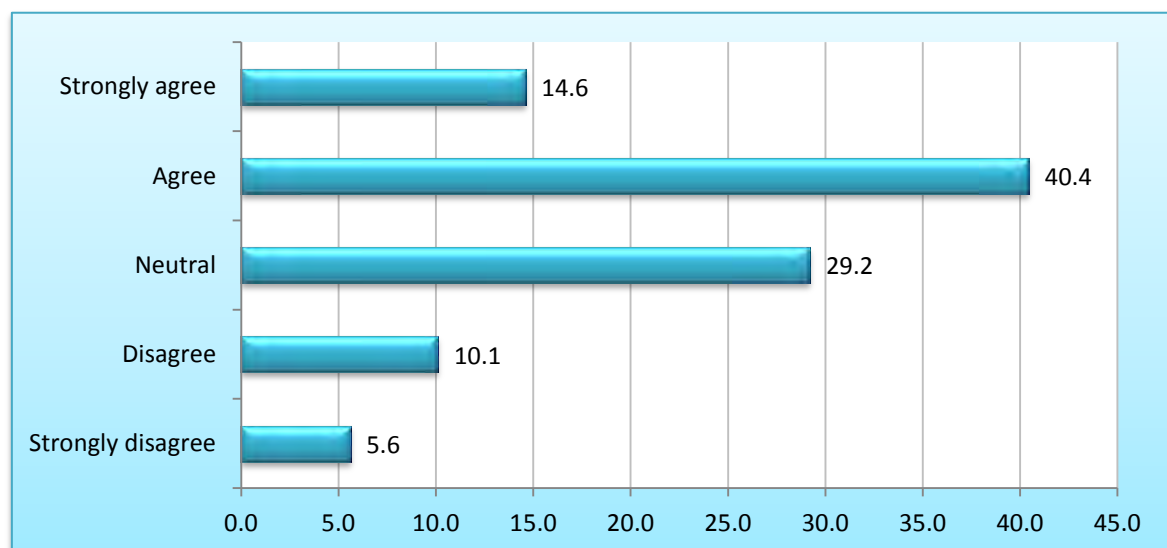


Figure 4.20: Ability to share career advancement goals with the manager

To further ascertain the supportive role of management, respondents were asked if management supports them to pursue their goals. Figure 4.21 below depicts that less than half (43%) of the participants felt supported by management to pursue career advancing opportunities. Associating neutral with a negative response indicates that the majority (57%) did not feel supported by management.

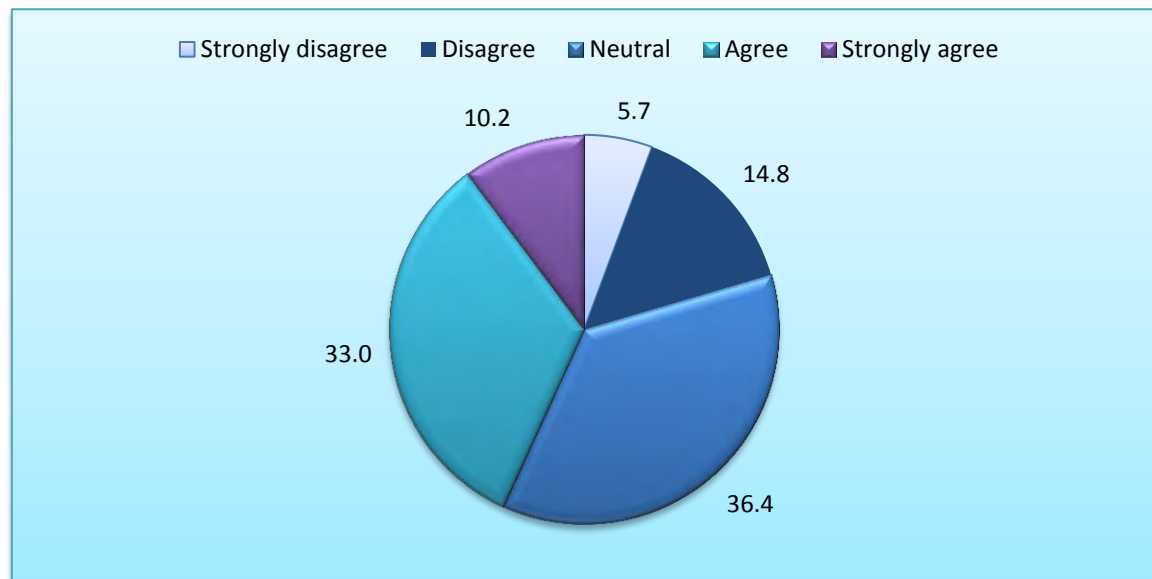


Figure 4.21: You feel supported by management to pursue career advancing opportunities

Figure 4.22 illustrates if a retention strategy is in place in the respondent's organisation. According to the figure, 42.9% of the respondents indicated that no retention strategy was in place. A further 33% of the respondents reported that they had a strategy in place, while 24.2% were unsure.

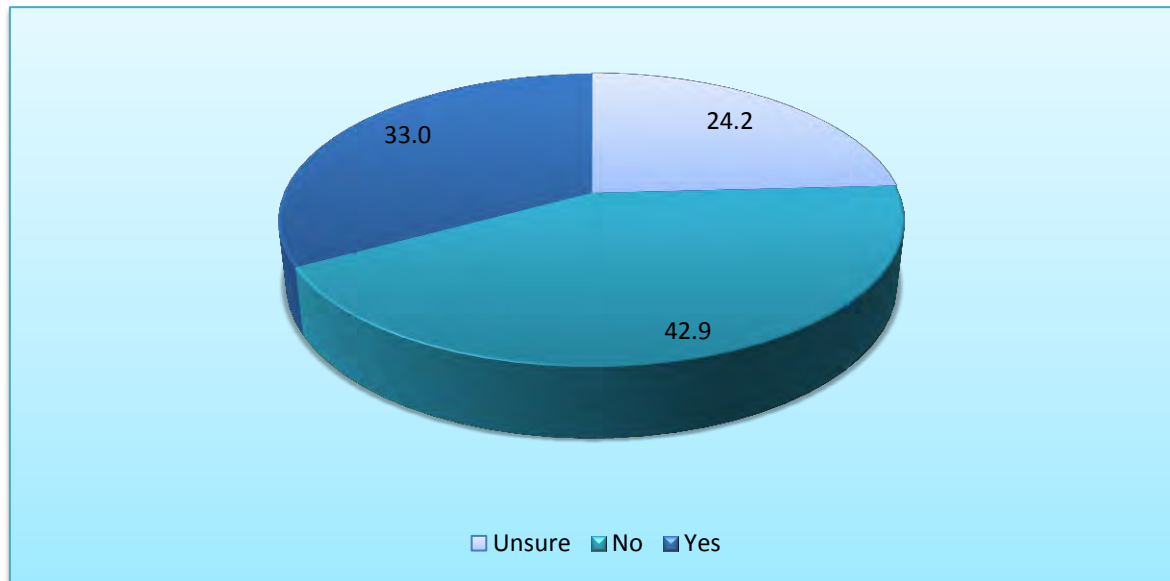


Figure 4.22: Is a retention strategy in place for pharmacists in the current organisation?

4.5. CONCLUSION

This chapter has presented the data that was collected from the research instrument. The chapter attained this by focusing on the demographic profiles of the respondents. This consisted of both personal and industry demographic details of the respondents. The presentation of results then focused on the respective objectives which were aligned and aimed to answer the research question as previously discussed.

Throughout the presentation of results various findings were revealed. The next chapter, which is the final chapter, discusses these findings in more detail as they are aligned to the relevant literature. The final chapter will also draw conclusions and make recommendations for potential future research.

CHAPTER 5

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1. INTRODUCTION

The ability to retain key personnel is critical to any organisation but the global shortage of pharmacists makes it a strategic imperative for the pharmaceutical industry. The study set out to identify the effect that OSD has on retaining pharmacists in the private sector and in turn make recommendations to enhance retention within this sector. The preceding chapter presented the results of the data collected whilst this chapter further discusses the results.

The chapter initially discusses the personal and industry demographics of the respondents. Subsequent to this a detailed discussion of each objective set out to answer the research question occurs. Furthermore, the chapter highlights the necessary recommendations, identifies limitations and makes possible recommendations for future research.

5.2. DEMOGRAPHIC DETAILS OF THE RESPONDENTS

5.2.1. Personal demographics

5.2.1.1. Age

The study indicated a relatively young workforce as two-thirds of the respondents were below the age of 40. A closer look revealed that 43.5% of the respondents were between the ages of 30 and 39. This implies that most of the respondents represent the generation Y employee.

The study by Kaifi *et al.* (2012) on managing and understanding millennials revealed that generation Y employees have certain specifications that must be tailored to ensure motivation and hence retention. The study highlighted the importance of a supportive management structure, career advancement and flexibility.

5.2.1.2. Gender

Robbins *et al.* (2009) emphasised that there is a rise in the number of female employees in the workforce. Naicker's (2011) study demonstrated that the dynamics of the new generation workforce have changed; more female candidates are entering and obtaining high level positions.

The results from the study are aligned to the literature above as 76% of the respondents were female. This indicates an almost exclusive female workforce practising in KZN. Furthermore, 76.9% of the workforce was married, suggesting that most respondents were in a committed relationship.

Tomlinson and Durbin's (2010) study on female part-time managers illustrated the importance of work-life balance for the female workforce. Deery and Jago's (2015) study that revisited talent management further supports the above as results from the study concluded a strategy that encapsulates work-life balance is essential for an almost exclusive female workforce.

5.2.2. Industry demographics

5.2.2.1. Category currently employed in

Results from the study indicate that 58% of the respondents worked in the institutional sector followed by 34% in the retail sector. The retail sector followed by the institutional sector, are the two largest sectors in which pharmacists practice. The cumulative percentages of the respondents are thus reflective of the two largest sectors (South African Pharmacy Council, 2015).

5.2.2.2. Work experience

The results indicate that just over a quarter of the respondents had five or less years of work experience, whilst 24% had 11 to 15 years of work experience. The aggregate percentage suggests a moderately experienced workforce.

Furthermore, 29% of the respondents had worked for one company while 27% had worked for three companies prior to joining their current organisation. 43% of the respondents occupied non-managerial positions with an average salary of between R31 000 and R50 000. This implies that the majority of participants were entry level pharmacists. The opinions of entry level pharmacists with regards to OSD and retention are in keeping with the study's aim as they vastly impact the future of the pharmaceutical industry.

43% of the respondents had worked between three to five years in their current private organisation and 15% for more than 10 years. Their tenure implies that accurate insights into the dynamics of the private pharmaceutical sector can be obtained.

5.2.2.3. Reasons for leaving the previous employee

The results indicate that 46% of the respondents cited ‘other’ as the reason for leaving; however, the breakdown of this component could not be ascertained. The study further revealed that the lack of promotion opportunities and inadequate work environment were reasons for the respondents leaving their prior employee. A cumulative total of 32% of the respondents indicated these factors, illustrating that these factors are areas of concern for the respondents.

The empirical data is in line with the study by Jing *et al.* (2011) which was based on organisational climate and performance in retail pharmacies. The study’s result demonstrated a statistically significant relationship between organisational climate and satisfaction. It further concluded the importance of building a supportive culture in relation to enhancing the satisfaction levels of the employee and retention.

Rosen, Stiehl, Mittal, and Leana’s (2011) study on nursing assistants with respect to turnover and retention is consistent with the above findings as the results of the the study concluded that there is a strong association between inadequate promotion activities and the intent to leave.

5.3. OBJECTIVES

The objectives of the study aimed to answer the research question. Objectives one and two specifically address the concept of OSD whilst objectives three and four focus on how to retain pharmacists in an effort to devise a retention strategy.

5.3.1. Objective one: Assessing private sector pharmacists’ perceptions of OSD

To achieve this objective the participants were initially asked about their awareness of OSD. Once awareness had been established, direct questions regarding perceptions were asked. In turn, the participants’ perceptions of compensation were further determined as the OSD strategy contained a compensation component.

5.3.1.1. Awareness and perceptions of OSD

The results indicate that 64%, which equates to about two-thirds of the participants, were conversant with OSD, government’s initiative to retain pharmacists in the public sector. This result indicates a high awareness of OSD and in turn implies that the participants’

responses to the follow up questions will be accurate, displaying more meaningful and insightful conclusions.

Regarding perception, 66% of the respondents indicated that OSD has changed their perceptions about working in the public sector. This 66% represents the majority of participants and suggests that government's OSD strategy has positively infiltrated the minds of private sector pharmacists, raising concerns for private sector organisations with regards to retaining pharmacists.

Robbins *et al.* (2009) defined perception as a process where individuals try to understand the sensory input they are exposed to in order to give meaning to their surroundings. Rathi and Lee's (2015) study amongst employees in the retail sector indicated that the perceptions of employees can be altered by the organisation's perceived external image. This implies that if employees' perceptions are positively inclined to an organisation it could lead to commitment, satisfaction and in turn retention.

5.3.1.2. Are the respondents' demographics related to OSD perceptions?

Perceptions can be influenced by age, personal characteristics and prior experience (Jones & George, 2011). To ascertain if respondents' perceptions were associated with their demographic profiles, a chi-squared cross tabulation of their perceptions of OSD together with age, gender and work experience was conducted.

The results from these cross tabulations had p values of greater than 0.05 ($p > 0.05$) illustrating no significant association with each of these demographics to the respondents' perceptions of OSD. In essence, it implied that no specific gender, age group or work experience was attributed to respondent perceptions of OSD. Although literature indicates an impending association, it was not evident in this study (Jones & George, 2011).

5.3.1.3. The effect that compensation has as a motivator

The findings demonstrate that 57.2% of the respondents do not believe that money is the most important consideration in determining whether they will stay with the current employer. This majority indicates that salary or pay is not ranked as one of the most important retention factors. Furthermore, the result suggests that components other than the compensation component of OSD could have possibly changed private sector pharmacists' perceptions of OSD.

The findings are consistent with literature. The study of Chazuza *et al.* (2013) on strategies applied by organisations to retain critical staff, indicated that although compensation is not a sole motivator for retention, it is an important factor. The study further indicated that employees need a holistic package to motivate them.

The study by Snow, Asabir, Mutumba, Koomson, Gyan, Dzodzomenyo, Kruk & Kwansah, (2011) that focused on key factors leading to reduced recruitment and retention of health professionals in Ghana further supports the above. The study's results concluded that although salary is an important factor it is not the most important factor for retention.

5.3.2. Objective two: To assess if OSD in the public sector has impacted the retention of pharmacists in the private sector

To achieve this objective, respondents' prior public sector experience and future career plans were ascertained. Respondents were directly asked about OSD and its effect in retaining them.

5.3.2.1. Respondents' work experience in the public sector

The results reveal that 72% of the respondents worked in the public sector. This result implies that the majority of respondents understand the dynamics of both private and public pharmaceutical sectors and can thus more accurately ascertain the impact of OSD.

5.3.2.2. Respondents' reasons for leaving the public sector

The results from the study indicate that inadequate working conditions and lack of promotion opportunities were ranked as the reasons for leaving the public sector at 32 and 14% respectively. A further 43% cited 'other' as the reasons for leaving; however, a breakdown of this component could not be ascertained. The result is aligned with the previous question, 'the reasons for leaving your previous employer'. This consistency further illustrates the importance that respondents attach to the factors of promotion opportunity and the work environment.

The findings by Adzei and Atinga (2012) regarding the motivation and retention of health care workers in Ghana's district hospitals are consistent with the above findings. The results conclude that promotion opportunities and a supportive work environment of the health care facility are positively associated with motivation, and hence the retention of health care workers.

5.3.2.3. *Respondents' future career plans*

Findings reflect that the cumulative percentage of the respondents planning to leave or who are not sure equates to 55%. This result implies that more than half of the respondents were not entirely committed or satisfied with their organisation. Furthermore, 72% of the respondents had prior public sector work experience which raises concerns for private sector organisations with regards to retaining their pharmacists.

Ahmed *et al.* (2013), through their study that assessed job satisfaction among pharmacy professionals in South West Ethiopia, found that job satisfaction was a complex issue facing the industry. In turn, the results revealed a positive correlation between job dissatisfaction and the intention to leave the current organisation. Nwokocha and Iheriohanma (2012) further emphasised that a satisfied employee will remain longer within the organisation.

To gain more insight into the respondents' future career plans, a chi-squared cross tabulation of their responses regarding future career plans together with age and work experience was conducted.

The results from these cross tabulations had p values of greater than 0.05 ($p > 0.05$), illustrating no significant association with any of these demographics to the respondents' future career plans. In essence, this implies that no specific age group or work experience attributed to respondents' future career plans.

5.3.2.4. *The impact of OSD on retaining the respondents*

The study shows that 50% of the respondents agreed or strongly agreed that the public sector OSD adjustment would affect their plans to stay with the current organisation. A closer look at the percentages reveals that only 19.1% disagreed or strongly disagreed that OSD impacted their ability to remain in the current organisation but the concern lies in the 31.5% who were neutral.

A neutral vote could be swayed either negatively or positively. Thus, with 50% firmly agreeing or strongly agreeing, an additional 1% from the neutral vote is indicative of the majority of respondents. In turn, 50% may not be the majority but it does represent half of the respondents which is still a large enough component to raise concerns for private sector

organisations in retaining their pharmacists, and implies that OSD is infiltrating and impacting the private pharmaceutical sector.

Consistent with above, the global pharmacy workforce report states that an improvement in pharmacists working in the South African public sector has significantly increased and many private hospitals and community pharmacies in the private pharmaceutical sector are having difficulties retaining pharmacists, possibly attributable to OSD (FIP, 2012). In turn, Health Statistics (2015) reveals a 50.8% increase in pharmacists working in the public sector from 2010 to 2015.

5.3.3. Objective three: To identify factors that are likely to strengthen the retention of pharmacists in the private sector;

Objective four: Utilising these factors, recommend a strategy to increase the retention of pharmacists in the private sector

Objectives three and four are interlinked as the factors that strengthen the retention of pharmacists will culminate into an effective recommendation strategy. To achieve these objectives, questions relating to finance, resource, education and training, work and management related factors were posed to the respondents. In addition, respondents were asked their views on career advancement and whether a retention strategy was in place at their current organisation.

5.3.3.1. Finance factors

In terms of finance factors, the results demonstrate that the respondents ranked job security offered at their current organisation (71%), retirement benefits (67%), perks and subsidies offered at their current organisation (65%), their current medical benefits (64%) and current salary (63%) as their top five finance factors. The results imply that the majority of the respondents were fairly pleased with the current financial aspects offered at their private organisation and they placed great emphasis on job security.

An area of concern is the current housing and travel allowances offered at the organisations. Aligning the neutral response to a negative association, the accumulative percentages of respondents that strongly disagreed, disagreed or were neutral were 69.7% and 69% respectively. This indicates that 69.7% and 69% of the respondents were displeased with their current housing and travel allowances. This illustrated a potential concern in the private sector organisations' reward strategy.

Findings of Adzei and Atinga's (2012) study that focused on motivation and retention of health workers in Ghana were consistent with the above results. The findings illustrated a positive association with rewards in the form of compensation, and with retention.

Singh and Sharma (2015) investigated strategies for talent management and the findings are consistent with the above results. Results from their study concluded that job security is a long-term goal of the employees and positively linked to retention. The study further highlighted that although financial aspects (salary, benefits and rewards) may attract employees in the short term, valuing and investing in employees are attributes required to sustain them in the long term.

5.3.3.2. Resource factors

In terms of resource factors, the results indicate that more than two-thirds (68%) of the respondents agreed that the efficiency of work equipment followed by the staff complement at the organisation (63%) are the main resource factors for retaining pharmacists in the organisation. This implies that participants place great emphasis on having the appropriate tools for their line of work. The staff complement comprises of the people you work with, thus the type and kind of relationships that are formed amongst employees are a priority for the participants.

The results of the study conducted by George (2015), relating to what it takes to make professional workers stay, concluded that a pleasant work environment with adequate resources and skills to perform the task at hand is imperative. This is aligned with the results above. The study also highlighted the importance of approachable and compassionate colleagues as cornerstones for an effective team.

5.3.3.3. Training and development factors

The training and development question posed to the respondents was twofold. Initially respondents were asked to indicate what training and development factors at their current organisation will retain them. The results indicate that 71% agreed that the training and development plan at their current organisation will retain them. Associating neutral with a negative response indicates that 52.4% of the respondents; disagreed, strongly disagreed or were neutral that the current study leave policy will retain them which is a potential concern for private sector organisations as government's OSD package has a specific study leave programme.

When participants' were asked to indicate general education and training-related factors that might retain them, the top three training factors they identified were incentives to study further (64%), a career and succession plan (57%), and an education subsidy (53.5%). More than half of the respondents indicated these factors which implies that training and development and a career and succession plan are important to the participants. A surprising result is that the respondents were divided about whether a talent and management programme will actually retain them but voted strongly in favour of a career and succession plan. This could possibly be due to the fact that respondents were not fully conversant with the concept of talent management as a career and succession plan is part of a talent management programme.

The study by Hong *et al.* (2012), detailing the effectiveness of human resource management practices, concluded that a significant association occurs between training and development and retention. This is consistent with the results above and in turn the study highlighted the importance of empowerment.

Taneja *et al.* (2015) investigated the culture of employee engagement and concluded that a career and succession plan is aligned to motivation, employee growth, and hence retention. This is aligned with the results above.

Hanif and Yunfei's (2013) study on the role of talent management and HR generic strategies for talent retention concluded that a positive correlation occurred with talent management and retention. The study further highlighted recruitment, career planning and reward as part of the talent management programme. This was not consistent with the above results possibly due to the ambiguity of the concept and participants not fully understanding it.

5.3.3.4. Work-related factors

The results indicate that the majority of the respondents agreed or strongly agreed that recognising efforts, working with a strong dynamic team, and a flexible work schedule are work-related factors that will retain them in an organisation. The percentages were 91.9, 94.3 and 87.5% respectively. The result implies that a supportive and learning culture that recognises employees ranks high on the employees' list for retention.

The empirical data is consistent with the study by Deery and Jago (2015) regarding talent management and work-life balance. The results of their study indicated the importance of work-life balance and further highlighted a culture that supports work-life balance is imperative for retention.

Recognition is defined as the special notice given to a particular person and the concept is closely aligned to motivation. Agueza and Som's (2012) study on motivational factors in employee retention indicated the importance of incorporating recognition in the organisation's culture. It further highlighted the positive relationship between recognition, job satisfaction and retention. This is consistent with the results above.

Khattak and Rehman (2014) study on strategic recruitment and retention strategies concluded that the ability to establish good working relationships and in turn building strong teams stems from an efficient and effective recruitment process.

5.3.3.5. Managerial factors

The results illustrated that the majority of the respondents agreed or strongly agreed that management supporting goals (94.3%), when management is clear and consistent about objectives (95.4%), and effective communication (95.3%) are factors for retention. Although supervision also scored highly amongst respondents (75.6%) these three factors were ranked the highest by respondents implying the importance of managerial factors to enhance retention and the great emphasis that the respondents place on these factors.

The empirical data is in line with George's (2015) study that investigated what it takes to retain professional workers. The results of the study concluded that a positive correlation exists between retention of an employee and a management style.

Findings of Adzei and Atinga's (2012) study that focused on motivation and retention of health workers in Ghana were consistent with the above results. The findings ranked leadership skills as an imperative factor for motivation and hence retention. This was further supported in the study by Metha *et al.* (2014) on employee retention and commitment, that illustrated a positive relationship between effective leadership and the intention to stay in an organisation.

5.3.3.6. *Career advancement at the current organisation*

The results illustrated that half (50%) of the respondents strongly agreed or agreed that in the private sector there are opportunities for career advancement. Although this is not the majority, it's a large component to imply a positive association between career advancement and the private sector. To gain more insight, respondents were asked career advancement questions in relation to management.

More than half (55%) of the respondents reported that they are able to share career advancement goals with their manager. This implies that a positive employee-employer relationship exists with the participants. Despite this, 57% did not feel supported by management to pursue career advancement goals. These results imply that although there are opportunities for career advancement and respondents are able to share these goals with management, they lack the necessary support to actually pursue these goals. This indicates a potential concern, as respondents place much emphasis on career advancement and promotion opportunities.

Snow *et al.* (2011) study that focused on key factors leading to reduced recruitment and retention of health professionals in Ghana highlighted the immense emphasis that professionals place on career advancement.

Renaud *et al.* (2015) investigated what the best HRM practices are for retaining experts and found a strong association between a supportive manager and retention. The study further highlighted the importance of empowering employees as a means of retaining them. The results imply that the ability to retain proves difficult without a support manager. Thus the private sector is not in line with practices to retain experts.

5.3.3.7. *A retention strategy in place*

To ascertain how strongly the private sector organisations feel about retention, respondents were asked if there was a retention strategy in place. This result indicates that only 33% were aware of a strategy, whilst 42.9% indicated no strategy in place and 24.2% indicated they were unsure. This is a potential concern and could suggest a potential gap within the private pharmaceutical sector.

Khattak and Rehman's (2014) study focusing on strategic recruitment and retention strategies concluded in their results that retention strategies are imperative to ensure

organisational success. The results are not consistent with this study thus the private sector is not in line with strategies to enhance organisational success.

5.3.4. Conclusion

The research question for this study was, ‘Does OSD affect the private pharmaceutical sector’s ability to retain pharmacists?’ The question was broken down into three objectives as objective three and four are interlinked. A summary of the main findings and conclusions on each objective are discussed below.

Objective one -Assessing private sector pharmacists’ perceptions of OSD

The main findings indicated that the majority (64%) of the respondents were conversant with OSD. On the grounds of perception, 66% of the respondents indicated that OSD has changed their perceptions about working in the public sector and a further 57.2% indicated they do not believe that money is the most important component for retention. It can thus be concluded that the perception about working in the public sector has changed as a result of OSD.

Objective two -To assess if OSD in the public sector has impacted the retention of pharmacists in the private sector

The main findings illustrated that (72%) of the respondents had prior public sector experience, with the work environment and inadequate promotion opportunities being the main reasons for leaving. This cumulative percentage of the respondents planning to leave or who are not sure equates to 55%. A further 50% of respondents agreed or strongly agreed that OSD affects the ability of their current organisation to retain them. It can thus be concluded that OSD is impacting the private sector’s ability to retain pharmacists.

Objectives three and four -To identify factors that are likely to strengthen the retention of pharmacists in the private sector

Findings indicated that respondents placed great emphasis on managerial influence, the work environment and job security. The staff complement, flexibility, training, development and career advancements were also ranked high as retention factors. Areas of concern were the current housing, travel allowances, and current study leave policy, and the inability of management to support their goals. A further concern was that more than half of the respondents’ organisations either did not have a retention strategy in place or were unsure of a potential retention strategy.

It can be concluded that there are potential gaps in the private sector's ability to retain staff, and hence the private sector needs to acclimatise to the dynamic environment to ensure that they stay current and relevant. Building and incorporating the factors of concern in the current organisations will aid in retention.

5.4. RECOMMENDATIONS

The study set out to identify the effect that OSD has on retaining private sector pharmacists and make recommendations to enhance their retention within this sector. Since private sector pharmacists' opinions were ascertained with specific emphasis on retention factors and OSD, it can be said that the objectives of the study were met. The findings are significant. The recommendations for this study are provided in two parts; initially a recommendation based on the effect of OSD is presented, followed by recommendations on how to enhance retention within the sector. By applying the recommendations below the private pharmaceutical sector can further enhance retention of their most valuable asset, their human capital.

5.4.1. To identify the effect of OSD

5.4.1.1. Assessing private sector pharmacists' perceptions of OSD and its impact in retaining private sector pharmacists

The majority of the respondents indicated that their perceptions about working in the public sector have changed and half of the respondents inferred that OSD will affect the ability of the private sector to retain them. A further lack of satisfaction stemming from the cumulative percentage of respondents intending to leave or being unsure was noted. This implies that OSD has positively altered the external image of the public sector. It is thus recommended that the private pharmaceutical sector should enhance the way respondents view their organisations.

To enhance respondents' views the private sector needs to relook at their organisations. With more than half of the respondents' organisations (cumulative) not having a retention strategy in place or being unsure of the potential strategy, it is recommended that the private sector focuses on the retention of their pharmacists. This recommendation entails encompassing factors that will aid in retention to formulate a well thought out retention strategy. The retention strategy will enable the private sector organisation to become the employer of choice.

The opinions and results from respondents will be used as the basis for these factors for the strategy to enhance retention.

5.4.2. Enhancing retention

5.4.2.1. Personal demographics

The majority of the participants represented the Y generation workforce which means that private sector organisations should incorporate strategies that are aligned to this workforce. The strategy should emphasise a supportive management structure, career advancement and flexibility. This should further include flexible working hours, a management style that values and incorporates the ideas of employees together with a focused and individualised career plan.

From the results an almost exclusive female workforce was identified; the findings are significant and enable strategies to be developed to incorporate the needs of working women in their quest to attain the work-life balance. Flexible working hours, the freedom to make necessary arrangements and a transparent work-life balance policy that is consistently evaluated and reviewed will aid in achieving this.

5.4.2.2. Industry demographics

Respondents held promotion opportunities and the work environment in high regard as they were cited as the reasons for leaving both the previous employer and the public sector. Private sector organisations that incorporate these facets into their strategy will greatly enhance retention. This is achieved by creating a culture that is supportive of employees by encouraging employees to grow and develop, appreciating, recognising and rewarding employees based on work performance, enhancing personal and professional relationships through team building and cooperative decision making and enhancing open, honest and effective communication.

5.4.2.3. Finance factors

Participants placed great emphasis on their current salary, medical aid, retirement benefits and perks and subsidies offered at their current organisation. This illustrates the importance of the reward component for participants. To maintain levels of satisfaction the strategy should continue to focus on incorporating a non-discriminate, fair, market-related and timely reward component. To ensure sustainable retention, the private pharmaceutical

sector should focus on the long-term goals of the employees, like job security. This can be attained by simultaneously growing and developing the organisation and employee. This is achieved by investing and valuing the employees through adequate training and development, mentoring and coaching programmes.

Housing and travel allowances were a concern for participants. To alleviate this, the private pharmaceutical sector must ensure that these allowances are market-related, and based on the level of category of work the employee undertakes. In turn there must be a policy in place that is transparent and available to all employees. A certain degree of flexibility needs to be incorporated into the policy based on the circumstances of the employee.

The majority of the respondents did not hold compensation as the sole factor for retention. Although a fair, market-related salary is essential, it should be stressed that for the private pharmaceutical sector to retain pharmacists monetary and non- monetary components must be incorporated into a strategy to enhance efficacy. This can be achieved by focusing on intrinsic and extrinsic factors such as recognition, respect as well as other factors such as the work environment.

5.4.2.4. Resource and Work related factors

Resource and work-related factors are interlinked since they stem from the culture of an organisation. The factors that respondents placed great emphasis on were recognition, the work environment, including the staff complement, and work-life balance. To enhance retention, the following must thus be incorporated into the strategy:

- The recognition component of the strategy must be transparent, consistent and non-discriminatory. It must be well-timed and relevant to the contribution made by the employee. Recognition could be either monetary or non-monetary but the most effective recognition strategy is one that intrinsically motivates the employee.
- An efficient recruitment and selection process is required so that the right candidate is initially selected. When the right candidate is selected it enhances the work environment as it will ensure better formation of relationships and hence greater team work and productivity. This is achieved by consistently monitoring and evaluating the recruitment process and selecting candidates whose values and objectives resonate with the organisation. Furthermore, giving candidates a realistic

preview of what the job entails is necessary to ensure the right decision is made by the candidates. IQ tests, role plays, company specific psychometric tests, interactive discussions and in depth interviews can be used to attain an efficient recruitment and selection process.

- A culture that continuously monitors and evaluates procedures and policies to ensure that employees have the right tools and skills to perform the task at hand. In turn there needs to be measures and guidelines in place to consistently ensure these needs are met. This could be attained by having specific teams in charge of ensuring the right skills and tools are aligned to employees' job functions. Furthermore, a transparent, open culture that supports work-life balance through a specific work-life balance policy that ensures flexible working times and the ability to work from home, where applicable, will aid in retention as employees place great priority on these factors.

5.4.2.5. Training, development and career advancement

The results indicate that training and development together with career advancement opportunities are imperative for retention. The private pharmaceutical sector needs to ensure these factors are incorporated into a strategy. This can be achieved by ensuring a training and development plan that is individualised and focused. A focused plan details the potential talents of employees and areas for further development. Furthermore, the plan must be transparent, efficient and have relevant training that provides the necessary skills to cope with current and future job tasks.

Respondents place great emphasis on career advancements and promotion opportunities. A career and succession plan under the umbrella of talent management will aid this as it grooms employees for potential promotions. This is achieved by the evaluation of employees' skills sets and based on these evaluations, developing a highly individualistic and comprehensive career growth plan. The plan comprises of a transparent career path and career advancement opportunities that include mentoring and coaching programmes, developing and building on transferrable skills and effective appraisals with a feedback loop to monitor progression. When employees feel that they can grow and be groomed for higher positions, it greatly enhances retention.

The current study leave policy was a concern for the respondents and the private pharmaceutical sector can overcome this by ensuring adequate study leave is provided for staff. This policy needs to be transparent and be individualised to the respondents' needs. This should include days allocated for classes, exam preparation and the day of the exam. The OSD component consists of an additional 32-day study leave policy that enables employees to give 100% attention to their relevant courses. The private sector should work at being on par with the public sector to ensure the same opportunities are offered to their pharmacists. For retention purposes it is essential that employees feel they have the ability to progress further.

Incentives to study further and an education subsidy ranked high on the respondents' list for retention. The private pharmaceutical sector needs to incorporate these two factors into their retention strategy. This can be achieved by having a policy in place that possibly subsidises a quarter or half of the respondents' tuition and this could be achieved by combining forces with other multi-nationals that can afford this monetary component, offering a loan with minimal interest or employees paying back by working for the organisation for a specific time frame after the course has been completed. The subsidies should be evaluated on a transparent but individualised basis dependent on the employee's choice of study. The private sector can further incentivise studies by allocating a specific reward based on the educational course obtained. In turn, the career plan will holistically incentivise the employee as it will ascertain how that specific educational qualification can result in a specific promotion. Although this seems like added cost, any improvement in training or educational qualification not only advances the individual but the organisation that they are a part of.

5.4.2.6. Managerial factors

Scoring the highest in terms of respondents' opinions were the management factors which clearly illustrates the importance respondents place on these factors. Management supporting goals, being clear and consistent about objectives, proper supervision and effective communication are imperative factors for retention, based on the respondents' opinions. The private pharmaceutical sector can incorporate this into a strategy by focusing on participatory management and emotional intelligence.

Participatory management can be achieved by involving employees in the decision-making process for decisions that are relevant to them. It entails managers being supportive of

subordinates' ideas and problems, effectively communicating between and amongst employees, providing quality supervision and the necessary feedback on objectives through effective performance management guidelines. Managers, who thus find workable solutions, enhance network opportunities, ensure growth and development, provide effective communication and have the ability to coach and mentor employees will aid in retention.

Emotional intelligence is achieved when managers put the relevant effort into understanding their employees, this has a ripple effect on the other employees and infuses a culture of support and understanding. In turn, this builds and enhances a strong psychological relationship between the employee and manager which increases the ability to discuss employee's career path and share views and opinions. When this occurs employees feel empowered, part of the team, thus building on the intrinsic motivation.

A potential concern for the respondents was the inability to feel supported by management to pursue career advancement opportunities. This indicates a potential concern and confirms that a more supportive management structure that focuses on implementation is needed to retain pharmacists in their current organisations. Private sector organisations can overcome this barrier by allowing managers to undergo participatory and emotional intelligence training as a mandatory part of their strategy. This will enable managers to learn how to effectively communicate (i.e. responding to e-mails timeously, notifying parties concerned about the necessary changes, checking in to ensure staff are meeting their objectives), how to supervise correctly through empowerment (i.e. providing employees with the necessary tools, skills and trust to make the necessary decisions and not merely micro manage) and how to effectively listen to problems and provide the necessary support needed. In turn, managers can instil support through coaching and mentoring programmes as well as focusing on the employee's career succession plan. The combination of these factors will enhance the awareness of support and empowerment in the minds of the employees.

In summary, the retention strategy should incorporate work-life balance, career advancement opportunities and a supportive management structure. It should further focus on job security, housing and travel allowances, career and succession plans, an education and study leave programme and recognition. Although the recommendations made seem practical and should already be part of the organisation's culture, most organisations fail to

focus on these factors. This failure leads to dissatisfied employees, increasing their intent to leave. It must be stressed that when the private sector incorporates these factors recommended, the aggregate effect will culminate into a sustainable culture of support, growth and development ultimately achieving competitive advantage.

5.5. IMPLICATIONS OF THE RESEARCH

There is a dearth of literature pertaining to OSD and its effect on the ability to retain private sector pharmacists. Thus the results of the study will immediately impact the academic domain by forming the basis of future research. In turn, the respondents and their organisations will derive the most benefit as the recommendation for a retention strategy is based on their opinions, thus ensuring that the view is both current and relevant. The retention strategy, if implemented correctly by incorporating the relevant factors discussed into procedures and policies, will enhance the retention of these pharmacists and in turn decrease migration which will positively impact the industry and the economy.

5.6. LIMITATIONS OF THE STUDY

It is essential to document limitations that occurred in the research process as it provides the necessary guidelines for future research. The limitations that were identified include the following:

- The lack of literature specifically pertaining to the private pharmaceutical sector and OSD. This made it difficult to make the necessary comparisons with findings from other studies.
- The study was limited in terms of its geographic location as it took place in the region of KZN. This implies that the results obtained from this study may not be generalised to other geographic regions. The rationale for this lies in the demographic, economic and perceptual differences that may occur amongst regions.
- The sampling frame obtained from the Pharmacy Council contained e-mail addresses for some of the respondents that were invalid. This resulted in some of the questionnaire links being sent back with error messages which contributed to the response rate.
- An exact sample size was used, 10 to 20% more of the sample size should have been taken into account with a study of this nature based on the changes in contactability.

5.7. RECOMMENDATIONS FOR FURTHER RESEARCH

The recommendations for future research can be achieved by simultaneously combining the findings of the study with the study's limitations. The recommendations for future research include the following:

- Despite the lack of prior research, this study can be used as a basis for future studies that wish to illustrate the link between OSD and the private pharmaceutical sector.
- It is recommended that the study be replicated on a larger scale, on a provincial or national basis. This will provide a comprehensive picture of the strategy required to retain pharmacists in South Africa.
- It is recommended that the study be conducted by incorporating other stakeholders. This involves applying this study to both the public and private pharmaceutical sectors. The opinions of both sectors can provide meaningful insights to OSD as a whole.
- It is recommended that for future research 10 to 20% more of the sample size must be accounted for when contactability may pose a threat to the response rate.

5.8. CONCLUSION

The research paradigm aimed to identify the effect of OSD on retaining private sector pharmacists and in turn make possible recommendations to enhance retention within this sector. The study's findings have revealed that OSD is changing the perceptions of private sector pharmacists and in turn impacting the retention of pharmacists within this sector. In light of the global shortage of pharmacists due to internal and external migration, the private sector cannot afford to be complacent.

This chapter has discussed the results of the study and in turn many valid and pertinent recommendations were made regarding enhancing the retention of pharmacists in the private sector. The main recommendation from the study is to ensure that private sector organisations have retention strategies in place for pharmacists. The study has achieved this by incorporating factors that the pharmacists indicated they are passionate about and will further aid in retention to encapsulate a retention strategy. The main focus of the strategy was on work-life balance, supportive management structure and effective career advancement. Furthermore, limitations of the study were discussed and even after

indicating the limitations the relevant research objectives have been satisfied. From the limitations, possible recommendations for future research have been ascertained. There is a dearth of literature regarding OSD's impact in retaining private sector pharmacists and thus this study will form the basis for future studies that aim to further enhance retention within this sector.

The private pharmaceutical sector has had the monopoly of obtaining and retaining the best talent; however, the OSD strategy is proving to be formidable competition and hence to be sustainable the private pharmaceutical sector needs to acclimatise to the new dynamics of the pharmaceutical sector. This acclimatisation involves the implementation of retention strategies.

“Sow an act and you reap a habit; sow a habit and you reap a character; sow a character and you reap a destiny” (Kehoe, 2011, p. 125).

When the private pharmaceutical sector starts embracing their human capital through effective retention strategies, it will become a 'habit'; when this habit is filtered throughout the organisation, it will become part of the organisation's 'character'. This 'character' will in turn contribute to the organisation's destiny of achieving competitive advantage through its most valued resource, its human capital. The conclusion is that retention strategies are indeed a strategic lever to retain private sector pharmacists.

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APPENDIX 1: QUESTIONNAIRE



UNIVERSITY OF KWAZULU-NATAL
GRADUATE SCHOOL OF BUSINESS AND LEADERSHIP

MBA RESEARCH QUESTIONNAIRE

TITLE: "Retention strategies as a strategic lever to retaining private sector pharmacists in KZN"

RESEARCHER: Sumeshnee Naidoo (083 234 8242)
sumeshnee313@yahoo.com

SUPERVISOR : Dr Abdulla Kader (082 901 0225)
abdullak@nedbank.co.za

APPENDIX A:

Dear Pharmacist,

I, Sumeshnee Naidoo, an MBA student, at the Graduate School of Business and Leadership, at the University of Kwa-Zulu Natal, invite you to participate in a research project entitled “***Retention strategies as a strategic lever to retaining private sector pharmacists in KZN***”.

The purpose of this survey is to determine the perceptions/impact of OSD on private sector pharmacists and to ascertain if retention strategies are a strategic lever for retaining pharmacists in this sector. OSD is defined as occupation specific dispensation and is governments initiative to retain pharmacists in the public sector through, a structured pay progression aligned with the number of years of work experience, improvement in service conditions and career pathing. To ensure a view that is both current and relevant your input as a pharmacist presently employed in the private sector is both necessary and encouraged.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey. Please try and answer all questions. If you are uncomfortable with any of the questions you may choose not to answer. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business and Leadership, UKZN. All data obtained will be used for research purposes and will be reported in aggregate only.

The survey should take you about 15 minutes to complete. I hope you will take the time to complete this survey. If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact myself or my supervisor at the contact details listed above.

If you are ready to proceed, kindly read the informed consent and tick on the acceptance box below.

APPENDIX B:

INFORMED CONSENT

I hereby express my willingness to participate in the research titled 'Retention strategies, as a strategic lever for retaining private sector pharmacists in KZN'.

I understand that my identity shall be kept confidential and my responses to the questionnaire will be analysed and reported only in the aggregate on in the research report of the same name.

I understand that I have the right to terminate my participation in this study at any time during the completion of this survey without penalty.

I have read the consent information and agree to participate ☐ YES

☐ NO

Thanking you in advance for your participation.

Yours Sincerely

Sumeshnee Naidoo

APPENDIX C: QUESTIONNAIRE

Section A: Demographic Details

Please select one of the following:

[1] Your age?

- ☐ 22-29
- ☐ 30-39
- ☐ 40-49
- ☐ 50-59
- ☐ 60-69

[2] Gender?

- ☐ Male
- ☐ Female

[3] Your marital status?

- ☐ Married
- ☐ Single
- ☐ Widowed
- ☐ Divorced
- ☐ Separated

[4] The number of years you have worked as a pharmacist?

- ☐ 0-5
- ☐ 6-10
- ☐ 11-15
- ☐ 16-20
- ☐ 21-25
- ☐ >25

[5] The category you are currently employed in?

- ☐ Retail
 - ☐ community
 - ☐ Institutional (hospital)
 - ☐ Wholesale
 - ☐ Manufacturing
 - ☐ Other (please specify)
-

[6] The numbers of years you have worked at your current place of employment?

- ☐ less than 1
- ☐ 1-2
- ☐ 3-5
- ☐ 6-10
- ☐ over 10

[7] The number of other organisations you have worked for prior to joining your current organisation?

- ☐ None
- ☐ One
- ☐ Two
- ☐ Three
- ☐ Four or more

[8] Indicate the reason for leaving your previous employer?

- ☐ Inadequate Salary
 - ☐ Lack of promotion opportunities
 - ☐ Inadequate work environment
 - ☐ Inadequate benefits (ie: Medical aid, Pension fund)
 - ☐ Other (please specify)
-

[9] What is your current Job status?

- ☐ Top Management
 - ☐ Middle Management
 - ☐ First line Management
 - ☐ Non Managerial
 - ☐ Locum
 - ☐ Other (please specify)
-

[10] Which salary bracket indicates your gross salary per month?

- ☐ 0 - 30 000
- ☐ 30 000- 50 000
- ☐ 50 000- 70 000
- ☐ 70 000- 90 000
- ☐ > 90 000

Section B: Indicates Pharmacists Perceptions of OSD

[11] Are you conversant with occupation specific dispensation (OSD), governments initiative to retain pharmacists in the public sector?

- ☐ Yes
- ☐ No

[12] Occupation specific dispensation (OSD) has changed your perceptions about working in the public sector?

- ☐ Yes
- ☐ No

[13] Is compensation (salary only) is the most important consideration in determining whether you will stay with your current employer?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree

Section C: Indicates the impact of occupation specific dispensation (OSD) in retaining pharmacists

[14] Have you worked in the public sector?

- ☐ Yes
- ☐ No

[15] If you have answered yes to the above question, please indicate your reason for leaving the public sector?

- ☐ Inadequate Salary
 - ☐ Lack of promotion opportunities
 - ☐ The work environment
 - ☐ Inadequate benefits (i.e. Medical aid, Pension Fund)
 - ☐ Other (please specify)
-

[16] Please indicate which option best describes your future career plans in the private sector?

- ☐ No plans to Leave
 - ☐ Planning to leave (within a year or two)
 - ☐ Unsure
 - ☐ Retiring (within a year or two)
 - ☐ Other (please specify)
-

[17] Would the public sector occupation specific dispensation (OSD) adjustment affect your plans to stay with your current organisation?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Section D: Indicates factors that will aid in retaining pharmacists in the private sector

[18] Which of the following finance factors will aid in retaining you at your current organisation?

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Your Current Salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your Retirement benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job security offered at your current organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Perks and subsidies offered at your current organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Promotion and career advancement opportunities at your current organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your current Medical Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your current Housing Allowances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your current Travel Allowances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your current Working hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)					

[19] Which of the following resource factors will aid in retaining you at your current organisation?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The staff complement at your current organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The availability of stock for supply/manufacture at your organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The efficiency of work equipment (ie: printers, computers, software) at your current organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)					

[20] Which of the following education and training factors will aid in retaining you at your current organisation?

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The training and development program at your organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The study leave policy at your organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A career and succession plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An education subsidy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A talent management program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Incentives to study further	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)					

[21] Which of the following work related factors will aid in retaining you at your current organisation?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
A Flexible Work Schedule	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working with a strong dynamic team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When your efforts are recognised	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)					

[22] Which of the following management factors will aid in retaining you at your current organisation?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
When management support your goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When management is clear and consistent about objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When there is supervision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When there is effective communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify)					

[23] Do you believe that there are opportunities for career advancement in the private sector?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

[24] Are you able to share career advancement goals with your manager?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

[25] Do you feel supported by management to pursue career advancing opportunities?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

[26] At your current organisation, is there a retention strategy in place for pharmacists?

- ☐ Yes
- ☐ No
- ☐ Unsure

APPENDIX 2: ETHICAL CLEARANCE FORM



4 March 2015

Ms Sumeshnee Naidoo 200205003
Graduate School of Business and Leadership
Westville Campus

Dear Ms Naidoo

Protocol reference number: HSS/0126/015M

Project title: Retention strategies as a strategic lever to retaining private sector pharmacists in KZN

Full Approval – Expedited Application

In response to your application received on 28 February 2015, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

Dr Shenuka Singh (Chair)
Humanities & Social Sciences Research Ethics Committee

/pm

Cc Supervisor: Dr Abdulla Kader
Cc Academic Leader Research: Dr E Munapo
Cc School Administrator: Ms Zarina Bullyra

Humanities & Social Sciences Research Ethics Committee

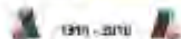
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